

Present document sets forth the format and content of the business plan:

Completed Business Plan consists of the following:

- Business Plan in the form of a single document in MS Word and PDF formats, with accompanying financial statements and supporting tables in MS Excel format;
- Presentation of business plan;

Part I – format and contents of business plan

1. Format

- 1.1. Language – Business Plan should be executed in Georgian language;
- 1.2. Business Plan should be presented in the form of a single document, in MS Word and PDF formats, document should unite all financial records, tables and annexes, submission of annexes in the form of separate documents is not admissible;
- 1.3. Font – Sylfaen, exception is the documentation submitted in the form of annex;
- 1.4. Font colour – black;
- 1.5. Font size – 10 or 11 (except the titles, if desired, it can exceed the font size of the main text by a maximum of 2 units) - exception is the documentation submitted in the form of annex;
- 1.6. Line spacing – 1,5 in case of font size 10, and 1,15 in case of font size 11;
- 1.7. Use of Bold Italic and Underline in the main text of the Business Plan is not allowed. Exceptions are the titles of plan chapters and subchapters, scholium, notes, titles of tables, diagrams and schemes, as well as the separation of specific words, phrases or ideas by the author;
- 1.8. Page numbering – all pages except the header page, table of contents and annexes should be numbered; page number should be given in the middle part of the page footer;
- 1.9. The entire text of the Business Plan except the lines that cannot fill the space between the margins completely and when the following sentence begins with new paragraph, should be aligned between the margins – the so called justify;
- 1.10. The margins of the entire text of the Business Plan should be of the same size, in case of use of several levelled numbering or bullets for the issues, the right margins of one and the same issues should be of one and the same size;
- 1.11. Tables, diagrams and schemes – all tables, diagrams and schemes of the Business Plan should be numbered and titled, at the same time, numbering of tables, diagrams and schemes should be made separately, thus indicating on their separate order. In the term of numbering, financial records– profit and loss statement, balance sheet, cash flow sheet can be considered as exception;

- 1.12. Each table of the Business Plan (including the financial records), diagrams, schemes should be placed on one page and it is allowed to expand the margins of the page, or “change the orientation” of the page where the table is printed. In case the table cannot fit one page, when moving the part of such table to another page, it is necessary to indicate that this is a continuation of the corresponding table and titles of each column should be repeated.
- 1.13. The font size for tables, diagrams and schemes is not set but all titles and number should be legible;
- 1.14. Miscellaneous:
 - 1.14.1. Title page – following data should be necessarily provided: name of beneficiary (name of legal entity considered as the recipient of co-financing), application registration number at the Agency, field, type of processing enterprise, district, region;
 - 1.14.2. Table of contents – should be numbered and all issues indicated in the table of contents should have alongside the number of corresponding page;
 - 1.14.3. Numbering of subchapters is not obligatory.

2. Contents

Chapter 2.1. – Overview

- 2.1.1. Brief description of business idea;
- 2.1.2. Success factors – desirable but not mandatory;
- 2.1.3. Planned indicator – data of sales, processing, processed raw materials and etc. achieved at the results of operation of enterprise at full capacity, the deadline for achieving planned indicator;
- 2.1.4. Zero profit point – both in terms of money and volume of sold products;

Note – separation of the issues provided in Overview chapter into separate subchapters is not mandatory.

Chapter 2.2. – Ownership, management and personnel

Subchapter 2.2.1. – Legal status and history of organization

- Issues to be necessarily described

- Date of foundation, activity history, achieved results – volume of sales during last 3 years (to be documented by tax documentation and such supporting documents should be submitted in the form of the annex to the Business Plan), volume of assets, profit for last 3 years (to be documented by tax documents), in case the company was founded in current year – date of foundation, and in case the grant candidate company is not founded, only the name of such company (name to be given to the company in case of its founding);

Subchapter 2.2.2. – List of owners in accordance with corresponding shares

- - Issues to be necessarily described
- All founders of beneficiary company (grant recipient company), with indication of names, forenames and personal numbers of all founders, in case the company is founded or to be founded by other legal entity – the name of such founding company, its activity field and names, forenames and personal numbers of all of its founders;
- Description of activities of beneficiary company – actual workplace, shares in different companies, incomes (incomes and shares should be documented, such supporting documents should be submitted in the form of the annex to the Business Plan), projects implemented, their business experience etc.

Subchapter 2.2.3. – Key personnel of enterprise and their qualification

- Issues to be necessarily described
- Positions within the enterprise considered as key positions, circumstances determining the importance of such positions for successful operation of the enterprise. Qualification of individuals employed on key positions, extract from tier resumes proving their qualifications (complete resumes of key personnel should be attached to the Business Plan).

Note – key personnel of the enterprise may be the founder of the company and not hired employee; in such case, the experience of such founder with regard to ensuring the success of the company should be argued. In case there is no key personnel in the enterprise, there is no need to fabricate anything.

Subchapter 2.2.4. – Number of employees

- Issues to be necessarily described
- Detailed description of planned number of employees with indication of positions and remuneration (including accrued income tax). As well as in case of seasonal changes in the number of employees of the enterprise – the number of employees during the season and throughout the year should be differentiated (differentiation can be made within the scopes of same table). The number of employees in the enterprise should be properly justified and wages mentioned within the present subchapter should correspond to the data provided in financial model. In case of discrepancies, the factor of difference should be substantiated (substantiation may be provided within the present subchapter or subchapter on assumptions of financial model).

Chapter 2.3. – Products

Subchapter 2.3.1. – Products for manufacturing

Detailed description of each product to be manufactured by the enterprise should be necessarily and separately provided within the present subchapter; in addition, description of each product should include the following:

- Type of final products, whether this is an intermediate product intended for further processing (or even for further packaging, blending etc.) or final product for placement on the counter or relevant retail sales network in the form as it was manufactured by the enterprise;
- Product characteristics – characteristics differ in accordance with the products to be manufactured, characteristics should be detailed in submitted Business Plan to the maximum extent possible. Caloric capacity, energetic value and etc. maybe not provided in detailed description, but in separate cases addition of such data may be requested by the Agency as namely these characteristics ensure the specific preference or/and its main character;
- Shelf life and storage conditions of final products;
- Packaging – volume of packaging of all separate products under the Business Plan and the circumstances leading to the specified volume of packaging, details of packaging and packaging materials (required only in cases where, packaging of products determines the shelf life of products, or any kind of competitive advantage);

Subchapter 2.3.2. – Positioning

- Price segment for planned positioning of own production by the enterprise, as well as the characteristics of such segment and reason for presented positioning decision should be necessarily described (positioning should be described whether the manufactured products are intended for the retail consumer market or for further processing)

Subchapter 2.3.3. – Pricing and cost structure

- Issues to be necessarily described
- Pricing strategy implying the following – whether the company has planned the change of its margin in accordance with the market opportunities or seasonal prevalence, or whether it will try to maintain fixed price throughout the year. What is the basis for such decision;
- Product prices – the sales price from the warehouse for each product released by the enterprise, the price for the placement of product in retail customers network, price for the end user (for simplicity of price comparison all prices should be provided including the VAT) should be presented in the form of the single table. An exception is the business plan of an enterprise, producing products not intended for end user and requiring further processing. When drawing up the price tables, different volume packages for the same products can be taken into account and price tables can be drawn up in kilograms or tons;
- Cost price structure – cost price structure of all products to be release should be provided in the form of the table coordinated with the Agency;

Subchapter 2.3.4. – Competitor / substitute products and advantages in comparison to products of competitors

- Issues to be necessarily described
- The main part of competing products (in case the number of such products is great, description of few typical products will be sufficient), if there are no competing products, this should be properly explained and substantiated;
- Substitute products – products that may represent the alternative of products to be produced in the terms of characteristics should be presented and provided within the same price segment;
- The prices of products manufactured by the enterprise to be financed should be necessarily compared to competitor and substitute products within the present subchapter, at the same time, comparisons should be made in comparable format – (in case the prices differ in accordance with packages, the prices should be unified and presented either in kilograms or tons), prices should be provided in accordance with the prices available on the store counters, or in case of production of intermediary products – at the prices delivered to the buyer;
- As the results of the comparison, competitive advantage should be identified and justified at the same time. If the product doesn't have a competitive advantage, there is no need to invent anything.

Subchapter 2.3.5. – Dates of primary release

- The date of production of first batch of products (planned period), as well as the delivery terms to the market/potential buyers should be necessarily described in the subchapter. The subchapter should also contain the circumstances on which the terms depend.

Subchapter 2.3.6. – Patenting / licensing

- Present subchapter should be presented in the Business Plan in case the company or its founders own any type of patent or if the products to be manufactured are subjected to licensing. Otherwise, present subchapter should not be presented in the Business Plan at all.

Chapter 2.4. – Sales market

Subchapter 2.4.1. – Market overview and segment analysis

- Present subchapter should include the description of the following:
- Characteristics of local and export markets for products manufactured, in particular: whether there is an organized and established market with established rules, entry barrier – what types of difficulties are associated with entering the market (both to local and to export markets); in case the realization is planned only at local market, there is no need for detailed analysis of export market;
- Market segments and their analysis;

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- Analysis of local demand and export requirements (for the market for which the products are considered), total annual volume of both local and export markets for products to be manufactured (in case the realization is planned only at local market, there is no need for detailed analysis of export market), in case the exact data of market volume is not available, presumable volume should be determined and assumptions and suppositions should be presented in Business Plan, enabling determination of comparable data and substantiation of importance of analysis of such data for decision making. It is also possible that in individual cases, market cannot be detailed to the level of manufactured products and in such case, the part of the market combining the relevant products should be evaluated and such assumption should be substantiated;

Subchapter 2.4.2. – Geography of sales market and demand conditioning factors

- Present subchapter should include the description of the following:
- List of all those countries to which the realization of products is planned and description of circumstances serving as the basis for decision making (circumstances should be described in accordance with the countries and not pursuant to the requirements of potential purchasing companies);

Subchapter 2.4.3. – Characteristics of clients/target segment

- Present subchapter should include the description of the following:
- In case the company plans only a wholesale realization of products – list of potential clients (distribution companies or trade networks) grouped by countries, their experience, position at relevant markets, number of partner or own facilities / companies, range of products, and principles of cooperation – minimum volume of deliveries, minimum assortment etc. In case of the memorandum of understanding, the terms of such memorandum should be described and the memorandum should be submitted in the form of the annex of the Business Plan;
- In case the beneficiary company intends to carry out the distribution of products by its own efforts, end user of such products in the terms of age and purchasing ability should be described. Quantitative data of such purchases should be evaluated in the relevant market (in most of cases, determination of exact data in this regard is impossible, accordingly the data should be based on certain assumptions and all the assumptions resulting from such data should be described). In addition, the experience of the project implementation group in product distribution field should be also described;

Subchapter 2.4.4. – Competitive environment, characteristics of competitors

- Present subchapter should include the description of the following:
- Competing companies, unlike the paragraph 2.3.4., the companies operating on target markets where the entry is planned should be evaluated directly, their experience, as well as

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the product range should be also assessed; obviously in most cases we will not be able to list all competing companies, in such case the market leader companies should be evaluated (market leader company should be evaluated, the facts and circumstances of assumptions should be justified), it is also possible to separate the common characteristics of the field and general characteristics of the companies operating in the mentioned field;

Subchapter 2.4.5. – Sales plan and forecast volume of share in the target market

- Present subchapter should include the description of the following:
- Planned 5 years sales plan according to the products manufactured in the terms of money and quantity or volume in the format coordinated with the Agency). Detailing should be carried out up to the level homogenous types of products, except the cases where the packaging is different for various target segments or for different markets;
- The reason for planning of presented rate of realization growth should be explained, as well as the reason for non-growing of the mentioned rate;
- Shares of the company on respective market in case of fulfilment of the submitted sales plan. Market data should correspond to the estimated volume of markets indicated in the paragraph 2.4.1.; the assumptions on which the forecast is based should be also presented;

Subchapter 2.4.6. – Seasonality of sales

- Present subchapter should include the description of the following:
- Whether the products to be purchased are subjected to seasonality and what is the basis for the mentioned;
- Volume of mentioned in monetary terms provided in the sales plan;

Subchapter 2.4.7. – Description of realization channels and distribution methods

- Present subchapter should include the description of the following:
- Types of realization channels planned to be used for the realization of products manufactured;
- Detailed description of distribution methods – in case of own distribution, number of motor vehicles, frequency of delivery of products to trade objects, details of distribution from warehouse to network, number of pre-sellers (the data should correspond to the information specified in the personnel of the enterprise), periodicity of cash receipt, etc. In case of wholesale realization – the most detailed conditions of cooperation with distributing/purchasing company – starting from the periodicity of receipt of the price of products sold, including the details of delivery to the distributing company/companies, obligations of such distributing company and price list (the numbers should match to the data provided in the subsection of pricing);

Subchapter 2.4.8. – marketing

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- Subchapter should be presented only in case if the enterprise plans to manufacture final products for local retail consumer market, regardless of whether the company plans to distribute the products manufacture on its own.

In order to stimulate the realization of products the subchapter should describe the marketing activities (from branding and advertising, including the placement on counters/leasing of counters at trade objects) in the terms of the time, and budget (marketing budget should be also provided in financial registers). In case such marketing activities are not planned, the reason for such decision should be justified;

Chapter 2.5. – Production and logistic essentials

Subchapter 2.5.1. – Location of enterprise

- Present subchapter should include the description of the following:
- Exact address of the enterprise and actual owner (extract from public registry should be submitted in the form of the annex), in case of consideration of several opportunities, all addresses should be indicated;
- All factors on which the decision is based should be also described;
- Compliance of given location/locations with the specifics of the enterprise should be justified;
- In case the purchase of land plot is planned for the enterprise (it is not financed within the scopes of the project), purchase details should be submitted and willingness to purchase should be confirmed in case the positive decision is made with regard to the co-financing of the Business Plan. In case the land / facilities are planned to be received from State Property National Agency in exchange for the fulfilment of investment obligations, the information on accompanying obligations should be submitted (it should be considered that the investment made by the use of co-financing amount of the Agency under the project, will not be considered as fulfilment of the mentioned obligations).

Subchapter 2.5.2. – Detailed description of manufacturing process

- Present subchapter should include the description of the following:
- Detailed manufacturing process of each type of product starting from receipt of raw materials up to warehousing of finished products (submitting of mentioned information in schematic order is desirable but not mandatory);

Description of manufacturing process for each stage should include the following: purpose of a stage, duration of a stage, equipment to be used for different stages, number of employees involved in implementation of manufacturing process and requirements for qualifications.

The so-called bottle neck of the entire manufacturing process should be separated and described in a necessary manner.

Subchapter 2.5.3. – Detailed description of machinery and other tangible assets

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- Present subchapter should provide the information on volume of space necessary for uninterrupted functioning of manufacturing process; and distribution of such space in accordance with the manufacturing processes;

Chapter 2.6. – Raw materials

Subchapter 2.6.1. – Raw materials and auxiliary materials used during the manufacturing process

- Present subchapter should include the description of the following:
- Description – characteristics of the so-called main/basic raw materials used in manufacturing process (implying measurable / countable characteristics – in particular, humidity, permissible rottenness rate in percentages, maturity stage, calibre, heat capacity, energy value and other specific characteristics through consideration of specificity of manufacturing);
- Productivity of raw materials – the volume of raw materials necessary for production of 1 ton / 1 kg of finished product, including the losses;
- Local manufacturing of the so-called main/basic raw materials during the last 3 years, both across the country as well as across the target region and target district as far as possible;
- Detailed description of auxiliary and packaging materials, as well as the ingredients necessary for manufacturing of finished products. Volumes required for manufacturing of 1 ton/1 kg finished products;
- Terms for raw materials warehousing;
- The volumes of raw materials, auxiliary materials and ingredients to be purchased during 5 years term on annual basis as well as their prices should be submitted in the form of a table (the data provided in the table should comply with productivity on one hand and the manufacturing plan on the other hand);

Subchapter 2.6.2. – Delivery sources for raw materials

- Present subchapter should include the description of the following:
- Sources of supply of main/basic raw materials should be substantiated within the possibility of providing the enterprise with the volume of raw materials indicated in the point 2.6.1. Sources of data used during the substantiation should be also presented (in case there is no official source for the data, the methodology used for substantiation of raw materials base should be presented);
- Raw materials purchase process should be described through consideration of specificity of raw materials, including the details of the organization of receiving points (description of details of organization of receiving points is not necessary in case the raw materials are purchased from companies or manufacturers);
- Sources of supply of packaging and auxiliary materials, provider companies and terms of cooperation with such companies (minimum purchase volumes etc.);

Subchapter 2.6.3. – Comparative description of local and imported raw materials

- Present subchapter should be provided only in case when import of main/basic raw is carried out in Georgia on a manufacturing scale (in particular, corn kernels, sunflower, meat, etc.), in all other cases, the subchapter may not appear in the Business Plan at all;
- Comparison of such data as measurable characteristics, price, stability of supply, homogeneity of supplied raw materials, quality, etc. should be carried out;

Subchapter 2.6.4. – Prices of raw materials and its dynamics

- Issues to be necessarily described:
- Raw materials management strategy, implying the periodicity of purchase and processing of main/basic raw materials, as well as the periodicity of purchase of auxiliary and packaging materials and raw materials (raw materials management strategy should correspond with financial statements);
- Strategy for management of the stocks of finished products, implying the terms of warehousing of stocks, as well as explanation of distribution methods, on organization of delivery of finished products by the enterprise simultaneously to network/partners or distributors, the volume of stocks will be overloaded, whether the enterprise will have additional warehouses, etc.

Subchapter 2.7.2. – Location and description of warehousing facilities

- Warehousing facilities of raw materials and finished products should be described in the subchapter; in addition, the subchapter should include the information whether the enterprise will have the additional warehouses in order to retain the continuity of supply;

Chapter 2.8. – Investment plan

Subchapter 2.8.1. – Total price and sources of financing of the project

- Total project price in accordance with the articles and indicating the financing source should be provided in the subchapter in the form of a table.

Note: -financing of the purchase of motor vehicles, lands and buildings is not provided within the scopes of the project. Accordingly, fixed assets to be financed under the terms of the Project on Co-financing of processing and storage enterprises should be separated (construction / repair works of buildings, provision of communications for enterprise, purchase of machinery and special vehicles), the volume of the co-financing from the Agency should be derived from the mentioned sum. (Relevant % of total value of fixed assets to be financed within the scopes of the Project).

Notwithstanding the fact that the financing of turnover and operational costs is not provided under the Co-financing Project, the details of incurring the mentioned expenses by the beneficiary should

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be described and provided in the textual and financial model (the mentioned can also include partial non-monetary funds, including the raw materials stock under the ownership of founding partners). Accordingly, neither turnover nor operational costs will be included in calculation of the volume of co-financing of the Agency.

Note – sources of financing should be distributed in compliance with the principles set forth under the terms of the Co-financing Project for processing and storage enterprises;

Subchapter 2.8.2. – Details of investment to fixed assets

The subchapter should necessarily provide the detailed list of all fixed assets planned to be created, including the construction and repair works, provider/performer (it is possible that for the period of Project drawing up the final provider/performer is not selected yet, in such case the reason of low importance of the mentioned issue should be explained), their cost, with allocated VAT, transportation costs, installation expenses and other expenditures. Except the cases when transportation and installation are not provided in invoice /contract in the form of separate expenses (invoices / contracts should be presented in the form of the annex of the Business Plan, in case the final invoice is not provided by the provider/ performer during the Business Plan drawing up procedure, the relevant correspondence or source of costs determination should be provided). In addition, the financing source of each article should be indicated in compliance with the terms under the Project on Co-financing of processing and storage enterprises, published at the web-site: www.arda.ge;

Subchapter 2.8.3. – Details of investment to current assets

- Subchapter should provide in details the distribution of sums allocated for current assets and relevant argumentation;

2.8.4. Subchapter – Details of current and fixed assets financing

Information should be provided notwithstanding that only the fixed assets are financed within the scopes of the Project. Information on maintenance of the enterprise with current assets and sources used should be provided.

- Subchapter should provide in details the distribution of sums allocated for operational costs and relevant argumentation;

Information should be provided notwithstanding that only the fixed assets are financed within the scopes of the Project. Information on maintenance of the enterprise with operational costs and sources used should be provided.

2.8.5. Action plan

- Detailed description of enterprise founding processes indicating the presumable periods (dates),

providers (natural persons / companies), interrelation links of processes and periodicity of assimilation of financing sources;

Chapter 2.9. – Financial plan

General approaches – following main principles should be met during the drawing up process of the financial plan:

- Financial plan should be drawn up in GEL, but it can be altered to USD in case of relevant demand of the Agency;
- Planned period includes at minimum 5 years (60 months at minimum);
- Profit, loss and balance sheets should be prepared on annual basis and the cash flow registry on monthly basis, while in the Business Plan, only annual sheets are presented ("inserted"), and the monthly statement of cash flows must be presented in the electronic form in the necessary manner;
- Financial statements and auxiliary tables used for drawing up of the statements should be presented in electronic form, in MS Excel format, indicating formulas, so that all the data specified in financial statements are traceable;
- Balance sheet should be balanced by the use of MS Excel formulas – mechanical correction is allowed only in case, if the volume of such correction doesn't exceed 1% of the total amount of assets;
- At the end of the period of the Article – Balance of cash flow statement there should be a positive number provided;
- In the chapter of undistributed earnings and owners capital of the article of Balance sheet, the co-financing of the Agency should be reflected as a separate Article. At the same time, the co-financing received in the profit and loss sheet should be included in the calculation of the profit tax in proportion to the actual receipt of co-financing;
- In monetary funds turnover statements the expenses of interest profit should be reflected in loan repayment planned schedule in accordance with the preferential period (if such is applicable), while in loss statement – interest expense should be recorded in accordance with the accrual, at the same time, interest expense should be completely recorded in both statements, and not only the part subject to payment by the beneficiary (in case of preferential agricultural credit);
- Interest rate co-financed by the Agency should be recorded in non-operational income of the profit and loss sheet, and in monetary flows statement - as the inflows from financial activities;

- Export and local realizations should be separated in loss and profit sheet, is such is applicable;
- VAT – VAT should be recorded in cash flow statements both, in the inflow as well as in the expenses parts, whereas in loss and profit sheet, the VAT should not be reflected neither in sales nor in expenses parts;
- Cost of fixed assets should be reflected in balance sheet without VAT;
- - In the balance sheet, the long-term loan should be separated from the current part and should be reflected in the current liabilities accordingly;
- Financial statements should be detailed to the maximum possible extent and should comply with the format developed by the Agency (please see the electronic annex), but the format may be also adjusted to the specifics of the enterprise through consideration of basic principles.

Subchapter 2.10. – Assumptions

- Present subchapter should describe all the assumptions used as the basis for composition of the financial statements;
- Terms of the loan/loans or leasing financing terms envisaged by the Business Plan (terms provided should correspond to the terms set forth under the Component of Co-financing of processing enterprises, available at the web-site www.arda.ge);
- Principle of the depreciation of fixed assets and its annual volume;
- Foreign currency exchange rate;
- Principle of realisation and period of receipt of debtor’s indebtedness;
- Cost price of finished products during the whole period;
- Principe of raw materials purchase;
- Loss and productivity of raw materials (in accordance with the specificity of the enterprise);
- Principle of deregistration of finished products (in accordance with the specificity of the enterprise);
- Articles of direct and fixed expenses;
- Principle of zero profit calculation;
- And other important assumptions used for construction of financial model.

Subchapter 2.11. – Structure of incomes and expenses

Subchapter 2.12. – Forecast financial statements

- Cash flow statement – annual
- Loss and profit sheet – annual
- Balance sheet - annual

Subchapter 2.13. Zero profit point

- Should be provided in necessary manner, both in terms of money and volume of products sold, and the range of products should be also taken into account;

2.14. Analysis of financial ratios

- Subchapter includes necessary financial ratios and their analysis, ratio should be calculated for complete planned period and average and intermediate data should be provided for each;
- List of important ratios and their calculation formula;

Liquidity ratios:

- Current ratio of liquidity – current assets / current obligations;
- Quick ratio of liquidity – (stocks of current assets) / for current obligations;
- Working capital – for current assets – current obligations

Profitability ratios:

- Gross profit margin – gross profit / income of realisation;
- Net profit margin – net profit / income of realisation;

Loan ratio:

- Debts to assets (current debts + long-termed obligations) / to total assets;
- Debts to equity - (current debts + long-termed obligations) / to total capital;
- Interest coverage ratio (ICR) – (net income + expenses of interest rate accrued to loans + depreciation costs) / expenses of interest rate accrued to loans;
- Debt service coverage rate (DSCR) – (net profit + expenses of interest rate accrued to loans + depreciation costs) / debt service costs (basic sum + interest rate of cash flow);
- Cash available for debt service (CADS Ratio) – (balance at the end of the period + debt service costs (basic sum + interest rate) / debt service costs (basic sum + interest rate)

Efficiency ratio:

- Inventory turnover – cost price of products sold / to average inventory of the period;

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- Days of inventory on hand (DOH) – $365 / (\text{cost price of products sold} / \text{to average inventory of the period})$
- ROE – net profit / total assets
- ROA - net profit / total capital

Other ratios – addition of other ratios is not limited in terms of specificity of business / enterprise, such addition can be also made by the request of the beneficiary or/and the Agency.

- All ratios and eligibility of each ratio should be analysed in the subchapter;

Chapter 2.15. – Regulation / certification

Description of state regulation and/or licensing regime.

Chapter 2.16. – Annexes

- All annexes provided in united document of the Business Plan should be listed; in addition, the reference with regard to the mentioned annexes should be provided in the text of the Business Plan.

Part 2 – Structure and content of presentation

Presentation should be presented in PPT format not exceeding 20 slides; presentation should necessarily include the following:

1. Title page:
 - Beneficiary;
 - Field;
 - District, region;
 - Total project price.
2. Project description and financing structure (co-financing of agency, loan and self-participation is implied under the structure);
3. Structure of the owner and key personnel –key personnel max 2-3 people(who are really key personnel) and few words about their experience;
4. Description of finished product/products and target market;
5. Calculation of zero profit (zero profit point – indicating the quantitative and cash data of

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manufactured products; as well as the quantity of raw materials needed for manufacturing of given volume). Volume of sales planned and the period scheduled with regard to the zero profit;

6. Brief analysis of target market;
7. Description of raw materials stock;
8. Loss and profit sheet – slide (slide to be legible, with visible percentage rate, may be presented in parts, or shortened but with basic moments);
9. Necessary ratios;
10. Additional slides.