

NCDF GROUP

# Platform Company Investment Teasers

Fatherland Smart Cities | LifeCome Healthcare & Health Energy | AfriGo Digital Economic Zone | Konto Financial Group

**INVESTOR DISCUSSION DOCUMENT**

A consolidated platform-level teaser pack presenting NCDF Group's four sector Platform Companies, their investment logic, monetisation architecture, use-of-proceeds priorities, governance controls, development impact and investor entry routes.

<p><b>4</b> CORE PLATFORM COMPANIES</p>	<p><b>7+</b> STRATEGIC SECTORS</p>	<p><b>Real Assets + Digital Rails</b> INVESTMENT THESIS</p>	<p><b>Platform Value</b> INVESTOR LENS</p>
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Prepared for investor engagement, strategic partner discussions, DFI screening and board-level capital formation planning.  
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**IMPORTANT NOTICE**

# Confidentiality, Scope and Use of Document

This document is a platform-level investment teaser pack for discussion purposes only.

This document has been prepared for NCDF Group investor engagement and strategic capital formation discussions. It is not a prospectus, placement memorandum, securities offering document, valuation report, legal opinion, tax opinion or regulated financial promotion. Any investment decision must be based only on final Board-approved transaction documents, audited or management-approved financial statements, regulatory approvals, definitive legal documentation and independent professional advice.

<b>Purpose</b>	To provide a disciplined, institutional overview of the investment proposition for four NCDF Group Platform Companies.
<b>Audience</b>	Strategic investors, DFIs, family offices, HNWIs, institutional partners, fund managers, government-linked partners and prospective co-investors.
<b>Style</b>	Brookfield-inspired institutional presentation: clear thesis, asset-backed logic, disciplined governance, scalable platform architecture and risk-aware capital deployment.
<b>Basis of content</b>	NCDF Group strategic platform architecture, existing platform plans, project pipeline logic, investor positioning work and current public market reference anchors.
<b>Limitations</b>	Capital asks, valuations, forecasts, legal structure and exit terms should be reconciled against the latest Board-approved PPMs, information memoranda and regulatory filings before circulation.

**INVESTOR-READINESS PRINCIPLE**

Each teaser is designed to help an investor quickly understand the platform mandate, the market problem being addressed, the investable architecture, the revenue model, the required capital logic and the governance controls required to make the platform institutional-grade.

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# Document Map

Four platform teasers within one capital formation narrative.

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EXECUTIVE SUMMARY

# Group Investment Context

NCDF Group is being positioned as a diversified development investment platform with sector-specialist Platform Companies.

The NCDF Group platform model gives investors access to a diversified Nigerian development investment architecture rather than a single-project exposure. The Group's four priority Platform Companies are designed to operate as investable sector platforms with dedicated mandates, subsidiaries, project SPVs, revenue engines, governance controls and capital formation pathways.

The investment opportunity is anchored in four themes: (i) essential infrastructure demand, (ii) institutionalisation of fragmented sectors, (iii) combination of real assets with digital operating rails, and (iv) structured mobilisation of domestic, diaspora and institutional capital into commercially viable development assets.

<b>Fatherland</b> HOUSING & SMART CITIES	<b>LifeCome</b> HEALTHCARE & ENERGY	<b>AfriGo</b> AGRO-INDUSTRIAL TRADE	<b>Konto</b> FINANCIAL INCLUSION
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<p><b>WHAT THE PLATFORMS GIVE INVESTORS</b></p> <ul style="list-style-type: none"> <li>• Exposure to essential sectors with structural demand, not discretionary demand.</li> <li>• Multiple monetisation routes across assets, services, technology, management fees and transaction flows.</li> <li>• A governance wrapper separating HoldCo oversight, regulated businesses, Platform Companies and project SPVs.</li> <li>• Ability to invest by platform, by project, by fund, by SPV, by debt instrument or by strategic equity participation.</li> </ul>	<p><b>WHAT THE PLATFORMS GIVE NCDF GROUP</b></p> <ul style="list-style-type: none"> <li>• Repeatable project origination engine across states, sectors and development partners.</li> <li>• Institutional narrative for capital markets, DFIs, regulators and strategic partners.</li> <li>• Shared services and technology backbone to reduce duplication and accelerate execution.</li> <li>• Portfolio optionality for future listings, refinancing, fund formation and asset recycling.</li> </ul>
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## Investment Thesis in One Paragraph

NCDF Group offers a platform-level investment proposition built around Nigeria's high-demand infrastructure, healthcare, housing, food systems and financial inclusion needs. The Group's advantage is not only project origination; it is the ability to organise projects into investable Platform Companies, ring-fence execution through SPVs, connect capital to bankable assets, and use digital infrastructure to create transparency, recurring revenues and scale. This creates a stronger basis for institutional investment than fragmented project sponsorship.

PLATFORM VIEW

# Comparative Platform Snapshot

How the four Platform Companies fit together within the NCDF Group investment architecture.

Platform Company	Mandate	Core Assets / Capabilities	Revenue Logic	Potential Investor Universe
Fatherland Smart Cities	Affordable housing, smart estates, diaspora construction finance and real estate equity structures.	Land and housing assets, master planning, estate delivery, sales pipeline, construction finance product.	Development margin, project management fees, sales commissions, estate services, fund/platform management economics.	Diaspora investors, housing-focused funds, family offices, mortgage partners, real estate developers.
LifeCome Healthcare & Health Energy	Hospitals, HMO, primary healthcare, health energy and AI-enabled continuity platform.	Karu hospital concession, PHC pilots, LifeCome HMO, AleraAI, Greenovus hospital energy model.	Hospital revenue, HMO premiums, provider network margin, AI subscriptions, energy service revenues.	Healthcare investors, DFIs, hospital operators, HMO partners, healthtech and energy investors.
AfriGo Digital Economic Zone	Agro-processing, export infrastructure, digital trade OS, cooperative commerce and logistics.	Agro-industrial park, AfriGoOS, NCDFCOOP, processing/export model, quality and traceability systems.	Processing margin, export spread, logistics fees, marketplace fees, subscriptions, trade facilitation revenue.	DFIs, agro-industrial investors, export partners, trade finance institutions, strategic commodity buyers.
Konto Financial Group	Financial inclusion platform combining fintech, agency banking, finance house, microinsurance and community finance.	Konto App, agent network, fintech subsidiary, finance house pathway, microinsurance and SME/consumer products.	Transaction fees, float economics subject to regulation, agent commissions, insurance commissions, lending spread, subscriptions.	Fintech investors, banks, insurers, DFIs, agency banking partners, financial inclusion funds.

**PORTFOLIO CONSTRUCTION LOGIC**

The four platforms create complementary exposure. Fatherland creates real estate and housing demand channels; LifeCome creates healthcare and insurance-linked service flows; AfriGo creates productive export and food-commerce infrastructure; Konto provides digital financial rails that can support payments, collections and inclusion across the ecosystem.

INVESTOR ARCHITECTURE

# Capital Formation Logic

The teasers are designed to support several investor entry routes without forcing one transaction structure.

<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>
<b>SPONSOR STRENGTHENING</b>	<b>PLATFORM EQUITY</b>	<b>PROJECT SPVS</b>	<b>FUNDS &amp; VEHICLES</b>	<b>DEBT &amp; STRUCTURED CAPITAL</b>
Strategic capital into NCDF Holdings or relevant Platform Company.	Direct equity into Fatherland, LifeCome, AfriGo or Konto.	Ring-fenced investments into specific assets or concessions.	Private funds, infrastructure funds, REITs, diaspora funds or co-investment vehicles.	Senior debt, mezzanine, convertible notes, bonds or asset-backed finance.

## Capital should follow risk maturity

- Early platform equity should fund governance, operating capability, regulatory readiness, technology, mobilisation and project-preparation costs.
- Project SPV equity should be deployed only where land, concession, offtake, permits, technical design, budget and revenue assumptions are substantially defined.
- Debt should primarily fund assets with defined cash flows, collateral, offtake, receivables, government-backed concession economics or predictable customer demand.
- Fund structures should be used where multiple projects can be pooled, diversified, monitored and reported under a fiduciary governance framework.
- Technology investments should be tied to transaction volume, platform adoption, data governance, user growth and monetisable workflows.

PLATFORM COMPANY INVESTMENT TEASER

# Fatherland Smart Cities Limited

A diaspora-linked affordable housing and smart estate Platform Company designed to convert land, demand and construction finance into bankable real estate assets.

<b>Housing</b> SECTOR FOCUS	<b>Real Assets + Operating Company</b> PLATFORM TYPE	<b>Equity / SPV / Fund / Debt</b> CAPITAL ROUTE	<b>Investor Readiness Build-out</b> STATUS
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### INVESTOR PROPOSITION

Fatherland offers investors exposure to Nigeria's housing demand through a platform that can originate land-backed projects, structure diaspora-focused housing products, manage estate delivery and create repeatable development economics across multiple states.

## 1. Platform Mandate and Investment Logic

Fatherland Smart Cities Limited is positioned as NCDF Group's real estate and smart community development Platform Company. Its mandate is to develop affordable and diaspora-oriented housing estates, structure state-based PPP housing projects, support diaspora construction finance for landowners, and build asset-backed platforms capable of attracting equity, debt, mortgage finance, REIT-style capital and institutional co-development partnerships.

## 2. Core Assets, Subsidiaries and Execution Architecture

Component	Strategic Role
Platform Company	Owns and coordinates the housing strategy, smart estate model, commercial partnerships, delivery standards and capital formation strategy.
State Project SPVs	Ring-fence land, approvals, construction contracts, sales obligations, revenue accounts and project-specific investor rights.
Diaspora Affordable Housing Programme	Creates a demand aggregation channel for Nigerians abroad seeking credible home ownership, construction support and managed development in Nigeria.
Real Estate Equity Fund / Construction Finance Model	Supports structured financing for subscribers who own land or wish to participate in real estate-linked wealth creation.
Estate Management Capability	Provides post-delivery services, facility management, community administration and recurring service revenues.
Smart Infrastructure Layer	Integrates power, water, security, digital resident services and community data into estate operations.

## 3. Revenue Architecture

Revenue Engine	Commercial Logic
Development Margin	Margin from land development, construction management and sale of housing units where Fatherland is sponsor/developer.
Project Management Fees	Fees for managing development projects, contractors, design consultants and delivery milestones.
Sales and Subscription Fees	Revenue from diaspora subscriber onboarding, unit reservation, documentation and channel facilitation.
Estate Service Charges	Recurring post-handover income from facility management, estate administration, security, waste, power and resident services.
Construction Finance Margin	Structured margin or fee from construction finance products, subject to regulatory and legal review.
Asset Recycling / Exit Value	Value creation through completed estate sales, refinancing, REIT

Revenue Engine	Commercial Logic
	contribution, co-development exits or institutional portfolio sale.

#### 4. Use-of-Proceeds Priorities

- Land due diligence, title verification, survey, planning approvals and community stakeholder engagement.
- Master planning, engineering designs, infrastructure planning and construction cost validation.
- Pilot estate mobilisation, site preparation, utilities, model units, sales centre and digital subscriber onboarding.
- Diaspora marketing, KYC process, documentation workflow, buyer education and investor relations materials.
- Project management office, procurement controls, cost control systems and contractor qualification.
- Smart estate service layer, facility management framework, resident app or service portal and estate operations manual.
- Independent quantity surveyor, legal counsel, escrow structures, project account controls and external audit readiness.

#### 5. Value Creation Levers

<p><b>NEAR-TERM VALUE LEVERS</b></p> <ul style="list-style-type: none"> <li>• Convert state-linked land and diaspora demand into institutional real estate products.</li> <li>• Build confidence through title discipline, escrow controls, phased construction and transparent reporting.</li> <li>• Use diaspora marketing and verified subscriber onboarding as an early demand validation engine.</li> <li>• Package each estate through a ring-fenced SPV with its own budget, approvals and investment case.</li> </ul>	<p><b>MEDIUM-TERM VALUE LEVERS</b></p> <ul style="list-style-type: none"> <li>• Create recurring revenue through estate operations and facility management after handover.</li> <li>• Recycle completed assets into funds, REIT-style vehicles or institutional portfolio sales.</li> <li>• Use smart estate infrastructure to improve resident retention, operational data and estate value.</li> <li>• Develop a national housing platform across state partnerships rather than one-off construction projects.</li> </ul>
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PLATFORM CONTROLS

# Fatherland Smart Cities Limited: Risk, Governance and Impact

Investor-grade execution requires ring-fencing, discipline and transparent reporting.

## 6. Key Investment Risks and Mitigants

Risk Area	Institutional Mitigant
Land and title risk	Complete legal due diligence, title insurance where available, government allocation verification, community settlement documentation and SPV-level land custody records.
Construction cost escalation	Independent QS review, contingency reserve, phased delivery, framework contractors, procurement controls and periodic cost-to-complete reporting.
Sales absorption risk	Demand aggregation before construction, diaspora subscription deposits, corporate buyer channels, mortgage partnerships and phased inventory release.
Project execution risk	Dedicated PMO, milestone-based contractor payments, independent engineering supervision and monthly board reporting.
Regulatory and planning risk	Planning approvals, environmental checks, building permits, government engagement register and compliance calendar.
Currency and diaspora payment risk	Clear currency policy, offshore/onshore collection structure, FX risk disclosure and legally reviewed remittance process.

## 7. Impact and ESG Logic

- Affordable and diaspora-accessible housing delivery in underserved urban and peri-urban markets.
- Job creation through construction, materials supply, estate operations, security, facility management and local services.
- Formalisation of land and housing delivery using transparent documentation and project governance.
- Community infrastructure improvements including roads, power, water, waste management and secure estate services.
- Diaspora capital mobilisation into productive local development rather than informal property transactions.

## 8. Investor Entry Routes

Route	Investor Use Case
Platform Equity	For investors seeking exposure to Fatherland's full estate development pipeline and long-term platform value.
Project SPV Equity	For investors who prefer a ring-fenced estate or state-based PPP project with project-specific governance.
Senior Debt / Construction Finance	For lenders funding construction against presales, collateral, receivables and controlled project accounts.
Co-Development Partnership	For developers, landowners or institutional housing partners bringing land, technical capability or capital.
Real Estate Fund / REIT Route	For pooled investors seeking diversified exposure to completed or income-producing real estate assets.

## 9. Indicative Milestone Pathway

<p><b>01</b></p> <p><b>SECURE ASSETS</b></p> <p>Land, title, approvals and SPV ring-fencing.</p>	<p><b>02</b></p> <p><b>DESIGN &amp; COST</b></p> <p>Master plan, QS budget, procurement and delivery model.</p>	<p><b>03</b></p> <p><b>DEMAND BUILD</b></p> <p>Diaspora subscriptions, buyer pipeline and partnerships.</p>	<p><b>04</b></p> <p><b>PILOT DELIVERY</b></p> <p>Model units, phased construction and handover.</p>	<p><b>05</b></p> <p><b>SCALE &amp; RECYCLE</b></p> <p>Replicate, refinance, sell down or contribute to fund/REIT.</p>
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## 10. Due Diligence Materials to Prepare

- Platform corporate profile, ownership chart and governance framework.
- Land title documents, allocation letters, surveys, planning approvals and legal due diligence report.
- Master plan, project phasing, architectural concepts, infrastructure design and QS cost plan.
- Market demand assessment, pricing matrix, buyer segmentation and sales absorption plan.
- Project financial model, sensitivity analysis, construction schedule and funding drawdown plan.
- Contractor prequalification pack, procurement policy and project control framework.
- Investor term sheet template, SPV governance charter, escrow/account control framework and risk register.

### TEASER CONCLUSION

Fatherland Smart Cities Limited should be presented as a sector Platform Company with its own governance substance, capital plan, operating team, project SPVs, data room and investor-reporting discipline. This strengthens investor confidence because capital is tied to a defined mandate, ring-fenced execution assets and measurable value creation.

PLATFORM COMPANY INVESTMENT TEASER

# LifeCome Healthcare & Health Energy Limited

A healthcare infrastructure, HMO, primary care, health energy and AI-enabled continuity Platform Company.

<b>Healthcare</b> <small>SECTOR FOCUS</small>	<b>Real Assets + Operating Company</b> <small>PLATFORM TYPE</small>	<b>Equity / SPV / Fund / Debt</b> <small>CAPITAL ROUTE</small>	<b>Investor Readiness Build-out</b> <small>STATUS</small>
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## INVESTOR PROPOSITION

LifeCome gives investors a healthcare platform thesis: combine hospital concessions, primary healthcare delivery, HMO membership, AI-enabled care continuity and reliable hospital energy to create a scalable health-services ecosystem.

## 1. Platform Mandate and Investment Logic

LifeCome Healthcare & Health Energy Limited is designed as NCDF Group's healthcare Platform Company. Its mandate is to develop and operate healthcare assets, structure hospital and primary healthcare concessions, build LifeCome HMO as a managed-care platform, deploy LifeCome AleraAI for service feasibility and continuity, and integrate Greenovus energy solutions to improve reliability and operating efficiency within healthcare facilities.

## 2. Core Assets, Subsidiaries and Execution Architecture

Component	Strategic Role
LifeCome Hospitals Services Limited	Hospital operations, facility transformation, clinical governance, patient experience and service-line development.
Karu General Hospital Concession	Anchor hospital concession opportunity providing the basis for renovation, equipment deployment, service upgrading and PPP demonstration.
LifeCome HMO Nigeria Limited	Managed-care platform for corporate, institutional, family and diaspora-linked health plans, subject to NHIA approval and regulatory compliance.
LifeCome AleraAI	AI Care Feasibility & Continuity Platform supporting patient onboarding, care navigation, referral rules, utilisation controls and continuity intelligence.
Greenovus Health Energy	Reliable energy solutions for hospitals and PHCs, reducing downtime and improving operating resilience.
PHC Concession Model	Primary healthcare delivery layer designed to expand access, referrals and community-level health service coverage.

## 3. Revenue Architecture

Revenue Engine	Commercial Logic
Hospital Service Revenue	Outpatient, inpatient, diagnostics, surgery, maternity, specialist clinics, pharmacy and ancillary service income.
HMO Premium / Contribution Income	Managed-care revenue from corporate, family, diaspora and institutional plans subject to approval and actuarial pricing.
Provider Network Margin	Utilisation management, tariff negotiation, referral controls and claims administration efficiencies.
AI Platform Revenue	Subscription, licensing or managed-service revenue from AleraAI deployment across LifeCome and external providers.
Energy Service Revenue	Power-as-a-service, energy savings, solar/hybrid systems and reliability improvements for healthcare facilities.
PPP / Management Fees	Hospital or PHC management contracts, concession fees and performance-linked operating fees where applicable.

#### 4. Use-of-Proceeds Priorities

- Hospital renovation, clinical equipment, diagnostics, theatre upgrades, ward refurbishment and patient access infrastructure.
- Clinical governance systems, medical staffing, quality assurance, infection control, patient safety and NHIA/HMO readiness.
- LifeCome HMO product development, actuarial pricing, provider network contracting, claims workflow and regulatory documentation.
- AleraAI product build-out, data governance, referral logic, authorisation rules, care navigation and compliance controls.
- Healthcare energy infrastructure, backup systems, solar/hybrid deployment, metering and service-level agreements.
- PHC pilot mobilisation, staffing, essential equipment, community engagement and referral integration with hospital services.
- Working capital for initial operations, medicine/pharmacy stock, receivables management and clinical service launch.

#### 5. Value Creation Levers

NEAR-TERM VALUE LEVERS	MEDIUM-TERM VALUE LEVERS
<ul style="list-style-type: none"> <li>• Use the Karu hospital concession as an anchor proof-of-execution asset.</li> <li>• Build HMO products that create predictable demand and managed-care revenue for the hospital network.</li> <li>• Deploy AleraAI as the operating intelligence layer for care feasibility, continuity and utilisation control.</li> <li>• Improve energy reliability as a clinical quality and cost control advantage.</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiate provider tariffs and referral rules to prevent claims leakage and preserve patient outcomes.</li> <li>• Develop PHCs as feeder assets and community health access points.</li> <li>• Create a regulated, quality-led healthcare brand that can attract DFIs and strategic health investors.</li> <li>• Scale from one concession to a healthcare platform with repeatable governance and operating systems.</li> </ul>

PLATFORM CONTROLS

# LifeCome Healthcare & Health Energy Limited: Risk, Governance and Impact

Investor-grade execution requires ring-fencing, discipline and transparent reporting.

## 6. Key Investment Risks and Mitigants

Risk Area	Institutional Mitigant
Regulatory approval risk	Maintain compliance calendars, engage NHIA and relevant health authorities, secure facility permits and keep product approvals separate from marketing materials.
Clinical quality risk	Clinical governance board, credentialing, protocols, incident reporting, audit, infection control and patient safety reporting.
Claims and utilisation risk	Tariff agreements, pre-authorisation rules, referral controls, actuarial pricing, service limits and fraud controls.
Concession performance risk	Clear concession KPIs, capital plan, service improvement milestones, government interface protocol and asset maintenance plan.
Technology/data risk	Data protection impact assessment, consent architecture, cybersecurity controls, role-based access and AI governance.
Energy reliability risk	Engineering audit, redundancy design, preventive maintenance, SLA-based energy management and metered performance reporting.

## 7. Impact and ESG Logic

- Improved healthcare access through upgraded hospital services and primary healthcare integration.
- Reduced out-of-pocket burden through structured HMO products and managed-care discipline.
- Better clinical continuity through digital care navigation, referral rules and patient data workflows.
- More reliable healthcare operations through energy resilience and reduced facility downtime.
- Employment and skills development for clinicians, nurses, allied health professionals, administrators and technicians.
- Potential demonstration model for PPP-led healthcare transformation in public facilities.

## 8. Investor Entry Routes

Route	Investor Use Case
Platform Equity	For investors backing the full healthcare infrastructure, HMO, AI and health energy ecosystem.
Hospital Project SPV	For investors funding renovation, equipment and operations of a specific hospital concession or facility.
Healthcare Debt Facility	For equipment finance, renovation finance, receivables-backed financing or energy infrastructure financing.
Strategic Operator Partnership	For hospital operators, HMO operators, healthtech companies, insurers or energy providers bringing technical capability.
Blended Finance / DFI Route	For catalytic capital supporting health access, PHC systems, energy reliability and digital health infrastructure.

## 9. Indicative Milestone Pathway

<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>
<b>REGULATORY READINESS</b>	<b>CLINICAL MOBILISATION</b>	<b>HMO LAUNCH</b>	<b>AI &amp; ENERGY LAYER</b>	<b>SCALE</b>
NHIA, health facility and concession compliance.	Staffing, equipment, protocols and quality systems.	Products, provider network, tariffs and claims controls.	AleraAI and Greenovus deployment.	Additional hospitals, PHCs, provider networks and plans.

## 10. Due Diligence Materials to Prepare

- Concession agreement, facility audit, asset condition report and renovation scope.
- Clinical governance framework, quality manual, staffing plan and credentialing register.
- HMO product architecture, benefit packages, exclusions, tariffs, claims rules and actuarial assumptions.
- Provider network contracts, referral model, emergency protocols and authorisation workflows.
- AleraAI technical architecture, data protection framework, product roadmap and AI governance policy.
- Health energy technical assessment, power demand profile, EPC/O&M proposals and savings model.
- Integrated financial model covering hospital, HMO, AI and energy business lines.

### TEASER CONCLUSION

LifeCome Healthcare & Health Energy Limited should be presented as a sector Platform Company with its own governance substance, capital plan, operating team, project SPVs, data room and investor-reporting discipline. This strengthens investor confidence because capital is tied to a defined mandate, ring-fenced execution assets and measurable value creation.

## PLATFORM COMPANY INVESTMENT TEASER

# AfriGo Digital Economic Zone Limited

An agro-industrial, export processing, digital trade and cooperative commerce Platform Company.

<b>Agro-Industrial Trade</b> SECTOR FOCUS	<b>Real Assets + Operating Company</b> PLATFORM TYPE	<b>Equity / SPV / Fund / Debt</b> CAPITAL ROUTE	<b>Investor Readiness Build-out</b> STATUS
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## INVESTOR PROPOSITION

AfriGo is designed to institutionalise fragmented agricultural trade by combining industrial processing assets, export readiness, cooperative aggregation, digital traceability, quality workflows and market access infrastructure.

## 1. Platform Mandate and Investment Logic

AfriGo Digital Economic Zone Limited is NCDF Group's agro-industrial and digital trade Platform Company. It is positioned to develop export-oriented processing infrastructure, organise producer and cooperative supply chains, operate AfriGoOS as the digital trade operating system, and connect African agricultural raw material producers to domestic and international buyers through more transparent, quality-controlled and financeable channels.

## 2. Core Assets, Subsidiaries and Execution Architecture

Component	Strategic Role
AfriGo Industrial / Export Processing Park	Physical infrastructure for aggregation, processing, packaging, storage, quality control and export preparation.
AfriGoOS Digital Trade OS	Digital operating system for supplier onboarding, contracts, traceability, documentation, quality workflows and transaction control.
NCDFCOOP / CoopX Commerce Channel	Cooperative and B2B marketplace channel for food, grocery and agricultural trade flows.
Commodity Aggregation Network	Producer, cooperative and aggregator relationships that support predictable supply and quality standards.
Quality and Compliance Layer	Testing, grading, packaging, documentation, export compliance and buyer assurance processes.
Logistics and Warehousing Model	Storage, handling, inbound logistics, outbound logistics and inventory control infrastructure.

## 3. Revenue Architecture

Revenue Engine	Commercial Logic
Processing Margin	Value creation from converting raw agricultural products into semi-processed or finished export-ready goods.
Export Spread / Trading Margin	Margin from structured buyer contracts, aggregation, pricing, quality control and export delivery.
Marketplace and Transaction Fees	Platform fees from B2B trade, cooperative procurement, subscription services and transaction processing.
Warehousing and Logistics Fees	Storage, handling, aggregation, cold/dry logistics and fulfilment revenue.
Quality and Certification Fees	Testing, grading, packaging, documentation and compliance services for producers and buyers.
Trade Finance Facilitation Economics	Arrangement, servicing or platform fees from invoice finance, working capital or buyer-backed trade flows, subject to regulatory structure.

## 4. Use-of-Proceeds Priorities

- Industrial Park feasibility, land/security documentation, master plan, utilities, processing lines and environmental approvals.

- Processing equipment, packaging lines, quality assurance laboratory, warehousing and logistics assets.
- AfriGoOS build-out: supplier onboarding, traceability, quality workflows, contracts, inventory and buyer portal.
- Cooperative mobilisation, producer training, aggregation centres and supply chain quality standards.
- Working capital for inventory procurement, buyer contract fulfilment and seasonal procurement cycles.
- Export compliance, certifications, trade documentation, customs processes and buyer due diligence.
- Management systems for procurement, inventory, receivables, trade risk, fraud control and performance reporting.

**5. Value Creation Levers**

NEAR-TERM VALUE LEVERS	MEDIUM-TERM VALUE LEVERS
<ul style="list-style-type: none"> <li>• Turn fragmented commodity supply into structured, financeable trade flows.</li> <li>• Use physical processing infrastructure to capture more value before export.</li> <li>• Use AfriGoOS to create traceability, buyer confidence and trade data.</li> <li>• Make cooperatives and producer groups visible to institutional buyers and financiers.</li> </ul>	<ul style="list-style-type: none"> <li>• Start with a narrow number of commodities and scale only after quality and buyer delivery are proven.</li> <li>• Introduce working capital only under controlled buyer-backed and risk-limited structures.</li> <li>• Develop logistics, warehousing and quality services as recurring revenue layers.</li> <li>• Position AfriGo as a national agro-industrial platform, not simply a commodity trading company.</li> </ul>

## PLATFORM CONTROLS

# AfriGo Digital Economic Zone Limited: Risk, Governance and Impact

Investor-grade execution requires ring-fencing, discipline and transparent reporting.

## 6. Key Investment Risks and Mitigants

Risk Area	Institutional Mitigant
Supply inconsistency risk	Cooperative contracts, aggregation standards, supplier scoring, training, input support and multi-location sourcing.
Commodity price risk	Buyer contracts, hedging where available, inventory discipline, back-to-back trading and conservative working capital limits.
Quality rejection risk	Testing, grading, traceability, supplier standards, quality assurance lab and buyer specification management.
Export/logistics risk	Experienced logistics partners, documentation controls, shipment insurance, port process planning and contingency buyers.
Working capital risk	Transaction limits, buyer-backed procurement, invoice controls, receivables monitoring and separate trade finance governance.
Technology adoption risk	Phased onboarding, simple user journeys, field support, cooperative champions and integration with physical aggregation points.

## 7. Impact and ESG Logic

- Higher farmer and producer income through structured market access and value addition.
- Job creation in processing, warehousing, logistics, quality control, technology support and export administration.
- Food system formalisation through traceability, documentation, quality standards and buyer transparency.
- Export diversification and non-oil revenue support through agro-processing and international market access.
- Reduced post-harvest loss through storage, aggregation, processing and better logistics coordination.
- Cooperative empowerment through digital commerce, institutional buyers and improved bargaining power.

## 8. Investor Entry Routes

Route	Investor Use Case
Platform Equity	For investors backing the integrated agro-industrial and digital trade platform.
Industrial Park SPV	For investors funding site infrastructure, processing lines, utilities and warehousing.
Trade Finance Facility	For lenders funding inventory, receivables or buyer-backed procurement cycles.
Strategic Offtaker Partnership	For buyers seeking secured supply, quality control and structured export delivery.
DFI / Impact Debt	For catalytic capital supporting agriculture value addition, SME inclusion, export growth and job creation.

## 9. Indicative Milestone Pathway

<b>01</b> <b>SUPPLY MAP</b> Producers, cooperatives, commodities and buyer demand.	<b>02</b> <b>PARK DESIGN</b> Land, utilities, processing lines and quality systems.	<b>03</b> <b>DIGITAL OS</b> AfriGoOS workflows, traceability and contracts.	<b>04</b> <b>PILOT TRADE</b> Controlled commodity flows and buyer delivery.	<b>05</b> <b>SCALE</b> Multi-commodity, multi-buyer and trade finance expansion.
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## 10. Due Diligence Materials to Prepare

- Platform corporate structure, governance and operating mandate.
- Industrial park feasibility, land documentation, environmental checks, technical design and capex budget.
- Commodity strategy, supply mapping, cooperative contracts and aggregation economics.
- Buyer pipeline, offtake letters, specifications, target export markets and pricing assumptions.
- AfriGoOS product architecture, user flows, data fields, compliance logic and technology roadmap.
- Trade finance policy, credit controls, receivables management and inventory risk framework.
- Integrated financial model covering processing, trading, marketplace, logistics and working capital cycles.

### TEASER CONCLUSION

AfriGo Digital Economic Zone Limited should be presented as a sector Platform Company with its own governance substance, capital plan, operating team, project SPVs, data room and investor-reporting discipline. This strengthens investor confidence because capital is tied to a defined mandate, ring-fenced execution assets and measurable value creation.

PLATFORM COMPANY INVESTMENT TEASER

# Konto Financial Group Plc

A financial inclusion Platform Company designed to connect fintech, agency banking, finance house, microinsurance and community financial services.

<b>Financial Inclusion</b> <small>SECTOR FOCUS</small>	<b>Real Assets + Operating Company</b> <small>PLATFORM TYPE</small>	<b>Equity / SPV / Fund / Debt</b> <small>CAPITAL ROUTE</small>	<b>Investor Readiness Build-out</b> <small>STATUS</small>
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**INVESTOR PROPOSITION**

Konto gives investors exposure to a regulated financial inclusion platform that can organise underserved consumers, SMEs, cooperatives, agents and communities into a digital financial services ecosystem.

## 1. Platform Mandate and Investment Logic

Konto Financial Group Plc is positioned as NCDF Group's financial inclusion Platform Company. Its mandate is to build and coordinate subsidiaries across fintech, agency banking, finance house activities, microinsurance and community financial services, subject to applicable CBN, NAICOM, SEC and other regulatory approvals. Konto is designed to serve people, SMEs, cooperatives, workers, traders, households and diaspora-linked families through accessible digital and agent-led products.

## 2. Core Assets, Subsidiaries and Execution Architecture

Component	Strategic Role
Konto Financial Technology Limited	Digital financial services, app layer, payments interface, customer onboarding, wallet/payment workflows subject to licensing and partnerships.
Konto Acquisition SPV Limited	This Acquisition authorises management to identify, evaluate, negotiate and, subject to final Board and CBN approvals, acquire a suitable microfinance bank as the regulated banking anchor for Konto Financial Group Plc's financial inclusion and digital finance strategy.
Kontonomie Agents Limited	Agent network for deposits, withdrawals, bill payments, collections, customer support and last-mile financial access.
Konto App / Digital Platform	Customer-facing platform integrating financial products, profile, transactions, savings, insurance, payments and support.
Community and Cooperative Channels	Distribution through cooperatives, employers, schools, market groups, communities and NCDF ecosystem platforms.

## 3. Revenue Architecture

Revenue Engine	Commercial Logic
Transaction Fees	Revenue from payments, transfers, bill payments, collections and digital financial service transactions.
Agent Network Commissions	Commissions from cash-in/cash-out, account opening, merchant support and partner services.
Finance Income / Spread	Interest or margin from finance house products, subject to licensing, credit policy and risk limits.
Platform Subscriptions	Subscription or service fees from SMEs, cooperatives, institutions and merchants using Konto tools.
Partnership and Distribution Income	Revenue-share with banks, insurers, payment processors, merchants and ecosystem partners.

#### 4. Use-of-Proceeds Priorities

- Regulatory licensing, compliance advisory, capitalisation plan, policies and governance documentation.
- Technology platform development, cybersecurity, data protection, customer onboarding, KYC and transaction monitoring.
- Agent network recruitment, training, branding, liquidity management, POS/device strategy and field supervision.
- Product development for payments, savings-linked services, microinsurance, SME finance and community finance.
- Risk management infrastructure: credit scoring, fraud controls, complaints handling, AML/CFT, internal audit and reporting.
- Marketing and community acquisition through cooperatives, SMEs, diaspora channels, markets, schools and employers.
- Working capital for regulated operations once approvals, controls and product rules are in place.

#### 5. Value Creation Levers

NEAR-TERM VALUE LEVERS	MEDIUM-TERM VALUE LEVERS
<ul style="list-style-type: none"> <li>• Build a regulated platform before aggressively scaling customer acquisition.</li> <li>• Use agent networks and community channels as the last-mile distribution advantage.</li> <li>• Bundle fintech, finance house and microinsurance products to improve customer lifetime value.</li> <li>• Integrate with NCDF ecosystem platforms for housing, healthcare, cooperatives and education payments.</li> </ul>	<ul style="list-style-type: none"> <li>• Use rigorous compliance as a competitive advantage rather than a back-office function.</li> <li>• Launch credit products only after data, collections and risk controls are proven.</li> <li>• Use partnerships to reduce licensing, technology and balance sheet burden where appropriate.</li> <li>• Create a financial inclusion brand that can attract strategic investors and future capital market pathways.</li> </ul>

PLATFORM CONTROLS

# Konto Financial Group Plc: Risk, Governance and Impact

Investor-grade execution requires ring-fencing, discipline and transparent reporting.

## 6. Key Investment Risks and Mitigants

Risk Area	Institutional Mitigant
Licensing and regulatory risk	Separate regulated entities, phased licensing plan, legal counsel, compliance officers, board oversight and pre-launch approval gates.
Credit risk	Conservative product launch, credit scoring, borrower limits, collections policy, provisioning, portfolio monitoring and independent credit committee.
Fraud and AML risk	KYC, transaction monitoring, agent controls, sanctions screening, audit trails, fraud response and AML/CFT training.
Agent liquidity risk	Liquidity limits, settlement rules, agent float monitoring, field audits and tiered agent accreditation.
Technology/cyber risk	Cybersecurity framework, penetration testing, encryption, role-based access, data backups and incident response plan.
Consumer protection risk	Transparent pricing, complaints process, fair treatment policy, product suitability and clear disclosure in local language where needed.

## 7. Impact and ESG Logic

- Financial inclusion for underserved households, traders, SMEs, cooperative members and low-income workers.
- Access to microinsurance and finance products that reduce household vulnerability and improve economic resilience.
- Job creation through agent networks, field officers, digital support and community financial service channels.
- Formalisation of community transactions and improved data for responsible finance.
- Digital rails that can support collections, payments and services across other NCDF Group platforms.
- Potential support for diaspora-to-family financial services, housing subscriptions and healthcare plan payments.

## 8. Investor Entry Routes

Route	Investor Use Case
Platform Equity	For investors backing the full Konto financial inclusion ecosystem.
Strategic Financial Partner	For banks, insurers, payment companies or fintechs seeking distribution, agents and community channels.
Convertible / Structured Equity	For investors requiring phased conversion linked to licensing, milestones or valuation events.
Debt / Credit Facility	For asset-backed or receivables-backed finance house products once credit controls and licenses are in place.
Impact / Inclusion Capital	For DFIs and financial inclusion funds focused on underserved customers, SMEs and women/youth inclusion.

## 9. Indicative Milestone Pathway

<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>
<b>REGULATORY PATHWAY</b>	<b>TECH BUILD</b>	<b>AGENT PILOT</b>	<b>PRODUCT LAUNCH</b>	<b>SCALE</b>
Licensing, compliance and entity separation.	Konto App, KYC, payments, security and reporting.	Agent recruitment, training and controlled locations.	Payments, insurance, finance and SME tools.	Community channels, partnerships and portfolio growth.

## 10. Due Diligence Materials to Prepare

- Group and subsidiary corporate structure, ownership, board and governance framework.
- Regulatory licensing roadmap, applications, approvals, correspondence and compliance policies.
- Technology architecture, vendor contracts, cybersecurity report and data protection impact assessment.
- Product papers, pricing, terms, risk policies, AML/CFT, complaints and consumer protection framework.
- Agent operating manual, agent agreement, liquidity policy, training materials and monitoring plan.
- Financial model by subsidiary, sensitivity analysis, unit economics and capital adequacy assumptions.
- Partnership agreements or term sheets with banks, payment processors, insurers, employers and cooperatives.

### TEASER CONCLUSION

Konto Financial Group Plc should be presented as a sector Platform Company with its own governance substance, capital plan, operating team, project SPVs, data room and investor-reporting discipline. This strengthens investor confidence because capital is tied to a defined mandate, ring-fenced execution assets and measurable value creation.

## GROUP SYNERGY

# Cross-Platform Value Creation

Why the four teasers are stronger as an integrated NCDF Group ecosystem.

The strongest investment case is not that NCDF Group has four separate companies. The strongest case is that the four Platform Companies can reinforce one another through shared origination, shared services, technology rails, customer channels, data, capital structuring and development impact reporting.

Synergy	Value Creation Logic
Fatherland + Konto	Konto can support buyer onboarding, collections, diaspora payments, savings discipline, agent support and community-level finance for housing subscribers.
LifeCome + Konto	Konto can support HMO premium payments, employer collections, wallet-linked care subscriptions and family support payments.
AfriGo + Konto	Konto can support cooperative payments, farmer/agent disbursements, buyer collections, trade finance workflows and SME finance.
AfriGo + Fatherland	Agro-industrial parks and smart estates can share infrastructure planning, land structuring, PPP approach and community development logic.
LifeCome + Fatherland	Health clinics, HMO family plans, telehealth and emergency response can improve the value proposition of Fatherland estates.
Technology layer across all platforms	AfriGoOS, Konto App, AleraAI and group reporting systems can build data integrity, operational visibility and investor reporting quality.

## Shared Services and Governance Advantage

- Centralised finance, risk, legal, investor relations and strategic communications reduce duplication while preserving platform accountability.
- Project SPV ring-fencing allows each asset to carry its own budget, contract set, bank account control, reporting framework and investor rights.
- Regulated entities such as investment management, securities and financial services businesses must retain their own board oversight, compliance and regulatory ring-fencing.
- A common data room standard improves due diligence efficiency and enables platform-by-platform investor engagement.
- Group-level capital formation can be sequenced: sponsor equity first, platform equity second, project SPV capital third, and long-term funds/bonds/listing pathways after execution proof.

## NEXT STEPS

# Investor Entry Routes and Due Diligence Pack

A practical framework for turning the teasers into investor discussions.

Investor Type	Most Suitable Entry Route
Strategic equity investor	Invests in a Platform Company to participate in full sector platform growth and influence governance, strategy and scaling.
Project co-investor	Invests in one ring-fenced SPV where asset, approvals, budget, revenue model and exit route are defined.
Development finance lender	Provides debt or blended finance for assets with development impact, predictable cash flows and strong governance.
Technical partner	Provides operating capability in exchange for fees, equity, joint venture economics or performance-linked incentives.
Diaspora investor channel	Participates through approved private funds, housing products, investment clubs or structured subscriptions depending on regulatory requirements.
Institutional fund vehicle	Pools capital into a managed fund or mandate with portfolio diversification and fiduciary reporting.

## Recommended investor conversation sequence

1. Start with the NCDF Group platform architecture to explain governance, sector platforms and capital formation logic.
2. Present the consolidated platform snapshot to help the investor identify which sector aligns with their mandate.
3. Use the relevant teaser as the primary conversation document and provide a focused appendix/data room for that platform only.
4. Confirm investor preference: platform equity, project SPV, debt, strategic partnership, fund participation or technical partnership.
5. Move from teaser to due diligence only after the investor confirms interest, mandate fit, capital type, ticket size range and decision process.

## Minimum data room checklist by platform

Data Room Area	Expected Materials
Corporate	Certificate, MEMART, ownership chart, board composition, governance policies, management profiles, authority matrix.
Legal	Material contracts, concession documents, land/title records, licenses, regulatory correspondence, pending approvals.
Financial	Historical financials where available, projections, use of proceeds, capex schedule, working capital, assumptions and sensitivities.
Technical	Feasibility studies, project designs, engineering audits, technology architecture, procurement plans and implementation roadmap.
Commercial	Market assessment, pricing strategy, customer pipeline, offtake/subscriber evidence, partner pipeline and revenue model.
Risk and ESG	Risk register, ESMS, impact metrics, safeguarding, data protection, AML/CFT where relevant and compliance calendar.

## APPENDIX

# Selected Market Reference Anchors

Reference points supporting the need for platform-based capital formation in Nigeria.

The market references below are provided as directional anchors for investor discussion. They should be refreshed and independently verified before inclusion in any regulated offering document, valuation report or final investment memorandum.

Reference Theme	Investor Relevance
Nigeria scale	World Bank data indicates Nigeria remains one of Africa's largest markets, with a 2024 population estimate of approximately 233 million and GDP of approximately US\$252.26 billion.
Diaspora capital relevance	Reuters reported, citing CBN information, that remittances increased in 2024 and that Nigeria has explored diaspora capital mobilisation instruments, including diaspora bond concepts.
Financial inclusion need	EFinA's Access to Financial Services in Nigeria 2023 research continues to provide a leading evidence base for financial inclusion gaps and consumer access patterns.
Health insurance policy direction	The National Health Insurance Authority framework and National Health Insurance Act 2022 support Nigeria's movement toward broader mandatory health coverage and private-sector health plan participation.
Infrastructure and social sector financing	World Bank and other development finance activity in Nigeria continue to focus on healthcare, education, power, irrigation and systems strengthening, reinforcing the relevance of platform-based development capital.

## Public sources consulted

- World Bank Data: Nigeria country indicators and World Development Indicators, including GDP and population data.
- National Health Insurance Authority: NHIA benefit package, statutory mandate and health insurance information.
- EFinA: Access to Financial Services in Nigeria 2023 survey materials and research portal.
- Reuters: Nigeria balance of payments, remittance, diaspora bond and World Bank financing coverage.
- NCDF Group internal strategic architecture and platform positioning materials prepared for investor and board-level documentation.

## CONCLUSION

# Closing Positioning Statement

The four Platform Companies should be presented as investable sector engines within one disciplined development investment ecosystem.

Fatherland, LifeCome, AfriGo and Konto are not isolated business concepts. They are sector Platform Companies that can convert Nigeria's structural needs into investable assets, scalable operating businesses and measurable development outcomes. The investor message should be disciplined: NCDF Group is building an institutional platform that can originate, structure, capitalise, govern and scale development opportunities across real estate, healthcare, agro-industrial trade and financial inclusion.

The next stage should be to convert each teaser into a dedicated investor pack, supported by a platform-specific financial model, data room index, governance pack, risk register, project pipeline schedule and capital raise term sheet. This will allow investors to move from strategic interest to due diligence without confusion about structure, risk allocation, use of proceeds or expected value creation.

**CORE MESSAGE TO INVESTORS**

Investing in NCDF Group's Platform Companies is an opportunity to participate in institutionally structured Nigerian development assets with real-sector demand, digital operating rails, governance discipline, multiple revenue engines and measurable impact.

**NCDF GROUP**  
**Platform Company Investment Teasers**  
**Confidential Investor Discussion Document**