

MSM FACTORY

Industrial Venture Builder proposal



BY MSM GIA

THE VENTURE ARCHITECT: WHO IS MSM FACTORY?

MSM FACTORY IS NOT A TRADITIONAL CONSULTING FIRM. WE ARE A NEW GENERATION INDUSTRIAL VENTURE ARCHITECT, WHOSE UNIQUE MISSION IS TO TRANSFORM PATIENT CAPITAL AND POLITICAL AMBITION INTO OPERATIONAL, PROFITABLE AND SECURE INDUSTRIAL ASSETS ON THE AFRICAN CONTINENT. OUR ROLE IS TO CLOSE THE PERSISTENT GAP BETWEEN DEVELOPMENT INSTITUTION (DFI) FINANCING, PRIVATE CAPITAL (FDI) AND THE COMPLEX REALITY OF FIELD EXECUTION.

WE OPERATE UNDER THE INDUSTRIAL VENTURE-AS-A-SERVICE (IVAAS) MODEL, AN INTEGRATED EXECUTION PLATFORM THAT SUPPORTS THE ENTIRE PROJECT LIFE CYCLE: FROM STRATEGIC DESIGN TO PLANT COMMISSIONING (TURNKEY FACTORY). WE DON'T JUST REPORT; WE ARE THE GUARANTOR OF CONSTRUCTION, COMPLIANCE AND PROFITABILITY. OUR VALUE LIES IN OUR ABILITY TO TAKE ON THE ROLE OF VENTURE BUILDER ON YOUR BEHALF, DELIVERING PRE-VALIDATED, PRE-FUNDED AND 'PLUG & BUILD' INDUSTRIAL PROJECTS TO OUR INVESTORS AND INSTITUTIONAL PARTNERS.

OUR COMMITMENT IS TOTAL, PROVEN BY OUR REMUNERATION MODEL: WE ARE ALIGNED ON THE SUCCESS OF THE INVESTMENT. BY COMMITTING OUR EXPERTISE THROUGH SUCCESS FEES AND AN EQUITY INVESTMENT IN THE VENTURE, WE SHARE THE RISK AND ENSURE THAT EACH DECISION IS MADE IN THE INTEREST OF THE LONG-TERM PROFITABILITY OF THE FACTORY, MAKING US THE MOST RELIABLE EXECUTION PARTNER FOR NON-INDUSTRIAL INVESTORS.

INTRODUCTION

THE DEAL: TURNING CAPITAL INTO A FACTORY



The first obstacle is the failure of 'Bankability'. Feasibility studies, often carried out by local or general firms, fail to meet the rigorous criteria of large Development Banks (DFI) and international investment funds. These projects are cruelly lacking the required financial and legal structuring: incomplete risk modeling, lack of transparency in governance, and overly optimistic projections. Result: the capital remains blocked at the due diligence stage. The investor finds himself without a solid proposal, unable to cross the risk threshold, which leads to the abandonment of projects that are strategically viable.



EXECUTION RISK

The second blocking factor is the uncontrolled Execution Risk. Investors are exposed to a multitude of operational hazards: regulatory complexity, slow obtaining administrative authorizations, litigious land security or local social and political risk management. The absence of a dedicated actor on the ground, capable of anticipating and mitigating these risks even before funding is signed, inevitably transforms minor logistical or administrative delays into major and costly project failures. Without a local operational partner committed to the outcome, the investor cannot guarantee commissioning within the planned timeframes and budgets.

ON THE MARKET

Despite unprecedented growth potential and political will, the flow of foreign direct investment (FDI) to African industrial projects often stagnates or stops prematurely. Money is available, opportunities are identified, but the transition to execution remains a fatal bottleneck. This critical gap is not due to a lack of interest, but to the absence of third-party professional structures capable of disarming risk and ensuring compliance with international standards for banks and funds. It is precisely this gap that the MSM Factory IVaaS model is designed to fill, turning an execution risk into a secure investment opportunity.



Finally, industrialization requires a complex alchemy between three often misaligned actors: the State (seeking social impact), the Investor (seeking return) and the Technology Provider (seeking simple contractualization). The absence of a neutral and experienced 'Matchmaker' to orchestrate these Public-Private Partnerships (PPP) leads to endless negotiations and unsound Joint Ventures (JVs).

background and justification

The Market Gap: Why FDI Stops

Despite considerable capital flows and a high return potential, direct investment (FDI) in African industry encounters a systematic turning point: the passage from the cheque to the operational factory. The money is ready, the idea is validated, but 80% of projects stop at the due diligence stage or fail within the first three years of execution. This failure is not a market problem, but a project architecture problem: traditional firms are unable to manage the complex risk matrix specific to local industrial deployment.



The Risk Trap for Non-Industrial Investors

For the non-industrial investor or foreign fund, investment in Africa is paralysed by uncertainty. The major risk is not macroeconomic, but operational and regulatory. Who secures land? Who guarantees the rapid obtaining of authorizations? Who manages the supply chain in a complex logistical environment? In the absence of a reliable response, the investor is forced either to immobilism or to disproportionate risk-taking. This market failure creates an immense vacuum for a third party partner capable of absorbing and disarming these specific risks.

The Crucial Lack of Projects "Plug & Build"

The market failure is concretely manifested by the absence of Industrial Projects "Plug & Build". Investment funds and development banks require investment opportunities that are already 'Bankable' - that is to say, that have a financial structure in line with governance standards and comprehensive risk modeling. However, most local proposals are insufficient to meet these criteria. MSM Factory bridges this gap by providing projects where the work of risk architecture, due diligence and alignment is already done, turning speculative projects into secure assets, ready to be financed. Our expertise is to do the only thing that funds cannot do: guarantee the execution of capital on the ground.

OUR SOLUTION : INDUSTRIAL VENTURE-AS-A-SERVICE (IVAAS)



L'IVAAS : THE TURNKEY FACTORY ("PLUG & BUILD")

MSM Factory responds to the Risk Trap with its exclusive Industrial Venture-as-a-Service (IVaaS) model. We do not sell advice, we sell the guaranteed performance of an industrial asset. The IVaaS is an integrated platform that supports the entire project life cycle for non-industrial investors, transforming their capital into a 'Plug & Build' Project: a turnkey plant, where all risks have been identified, mixed and financially integrated even before the commitment of the capital. Our promise is to offer the simplicity and security of a ready-to-go investment, eliminating the complications and delays that make 80% of initiatives fail.

The Heart of IVaaS: Risk Disarmament

The heart of IVaaS is Risk Removal, the element that the investor cannot replicate alone. Every project we present is secured by our Africa Ready™ Certification owner. This involves thorough operational due diligence: securing land, proactively obtaining regulatory approvals, and establishing a resilient logistics roadmap. We absorb the risk of field execution so that the investor can focus only on financial return. This mechanism is the guarantee of speed of execution and compliance with the initial budget, two essential factors for profitability.

Orchestration of Partnerships and Governance

Alignment

Finally, IVaaS excels in PPP Orchestration and Partner Alignment. As a Venture Architect, we act as the single interface (Matchmaker) between the investor (your capital), foreign technology partners and state requirements (local content, employment). We structure robust Joint-Venture (JV) agreements and Build-Operate-Transfer (BOT) models, ensuring that the governance protects your investment while meeting impact criteria. You invest in an already stable and efficient structure, ready to generate revenue streams from the start-up.



THE PERFORMANCE GUARANTEE: ALIGNMENT AND EQUITY



THE TECHNICAL AND ADMINISTRATIVE RISK ASSOCIATED WITH

The choice of MSM Factory as Venture Architect offers the investor a unique execution guarantee, based on perfect financial alignment. Unlike traditional firms, our remuneration model is intrinsically linked to operational success and the return on your capital. We require a minority equity participation (Equity), varying from 5 to 30% in each project, which makes us co-entrepreneurs sharing the risk and the ambition of profitability. This model ensures that all our decisions are made to optimize the value of the asset in the long term and facilitate a secure and lucrative exit in the medium term. Furthermore, the conditional payment of Success Fees directly depends on the actual release of funding and the achievement of critical construction milestones.



INOTING ACTIVITY AND DEFICIT OF ACTIVITY

This alignment is your insurance against execution risk. By committing our own capital and our remuneration to the result, we assure you maximum diligence and the elimination of the usual gap between the promise and the reality of the land. The investor no longer has to worry about managing local hazards, administrative delays, or partner misalignment. By investing alongside MSM Factory, you not only buy shares in a factory, but also the certainty that the most qualified entity has its hands on the wheel, with its interests directly linked to the growth of your asset. It's the end of the risk of unexploitable reports: we turn money into a factory, because our success strictly depends on yours. It is the very essence of the Execution Guarantee that only a Venture Builder sharing the Equity can offer.



YOUR ROI: OPERATIONAL AND SCALABLE ASSETS



CONFORMITY AFRICA READY™

By choosing our model, you invest in the acquisition of a tangible industrial asset, operational and generating immediate revenue streams. We deliver turnkey factories based on a rigorous analysis of local raw materials and strong demand, mainly through import substitution.



The investment via MSM Factory guarantees an optimized ROI by controlling the construction cost (capex) and reducing the time-to-market. We eliminate additional costs and delays, which are the main eroding factors in profitability. Projects are structured from the start for an exit in the medium term towards infrastructure funds or major industrialists. Africa Ready™ compliance and transparent governance increase the valuation of the asset, ensuring a future sale at a substantial premium for initial investors.

The investor acquires a predictable source of income, protected against inflation and benefiting from strong local and regional demand. Our projects are structured for the scalability and reinforcement of the competitive capital of the region of implantation. Each plant is designed with potential for future expansion (Phase II and Phase III), allowing investors to multiply their performance without having to reinvent the basic structuring. By contributing to local industrialization, you also benefit from tax incentives and government support related to massive job creation and local content. Your investment is not limited to an isolated financial return; it contributes to a recognized regional economic dynamic, strengthening the country's credibility and, by extension, the security of your own portfolio.



THE SECURE PROCESS (FROM CASH TO FACTORY)



PHASE I: STRATEGIC FRAMING AND RISK MAPPING

This initial phase is our Due Diligence owner. The objective is to validate the project's potential and eliminate the initial risks. We carry out a refined market study, the choice of the most suitable technology (taking into account local logistics and resources), and the PPP framing. We secure essential administrative and land pre-agreements. At the end of this phase, the investor has the operational Proof of Concept and the Risk Map completely disarmed. Only the success of this phase allows the passage to the next step.

Phase II: Financial Structuring and Mobilization of Funds

MSM Factory structures the project to achieve bankability in the eyes of DFIs, commercial banks and private funds. We model financial projections (including stress scenarios), establish the most protective legal structure for capital, and finalize Joint-Venture (JV) agreements. We prepare and steer the submission of funding applications. This phase is marked by the achievement of Financial Close: the investor is assured that the financing is secured before starting the construction, thus minimizing capitalization risk.

Phase III: Operational Execution and Turnkey Delivery

This is the construction and commissioning phase. As a Venture Builder, we manage the entire execution: construction procurement (EPC), engineering supervision, supply chain and installation of technology equipment. We manage the reception of works and performance tests. This phase ends with the Turnkey Delivery of the operational plant, with a trained local management team. We remain shareholders and involved via Phase IV (Management Fees) to ensure the ramp-up of the operation.



Next Step: Launch of Due Diligence

Accélérez vers l'Investissement Sécurisé

The opportunity to invest in African industrialization with a risk of disarmed execution is immediate. The next step is designed to be as fast and focused as our IVaaS execution process. We invite you to launch a Due Diligence directly targeting the asset, and not the uncertainty of the terrain. The first step is to present our Portfolio Africa Ready, including industrial projects that have already completed our Phase I (Risk Mapping) and are therefore ready for financing. At the same time, we will detail our unique alignment model (Success Fees and Equity), allowing your teams to validate the security of your capital and the transparency of our co-entrepreneurial commitment.

Votre Appel à l'Action : Valider la Bancabilité

Once a project in our portfolio catches your interest, the final step is the immediate launch of full financial due diligence. We open the bankability file so that your investment funds or banks can validate the financial modeling, legal structure and shareholder protection mechanisms before any formal commitment. Our goal is not to sell you a service, but to transfer you a secure and profitable industrial asset. Contact us today to secure a high-level interview and launch the review of our Investor-Ready opportunities:

CONCLUSION: THE BUILDER OF VALUE

MSM Factory : The Architect who changes the Rule of the Game

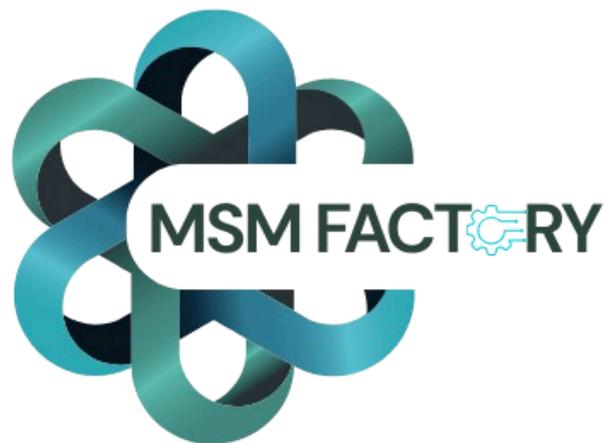
MSM Factory represents the paradigm shift necessary for private capital to finally be able to deploy massively and successfully in African industrialization. We have demonstrated that risk is not a fatality, but a variable that can be disarmed by a professional project architecture and seamless financial alignment. By choosing our Industrial Venture-as-a-Service (IVaaS) model, you exceed the limits of consulting and enter into an execution partnership where our own success is conditioned on delivering an operational, profitable and secure industrial asset. We don't just plan; we build.

Your Next Asset: Secure, Profitable and Ready to Grow

Investment in African industry is the opportunity of the decade, provided you have the right implementing partner. The IVaaS is this guarantee. It allows you to acquire turnkey factories (Plug & Build) that are already 'Africa Ready™' and secured against the pitfalls of the land. We offer you the high yield potential of the African market, combined with the rigorous management and security of international standards. We are ready to turn your vision into an industrial reality and together create a sustainable asset of value. Join us in the era of guaranteed industrial execution.



CONTACT US



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