

MSM FACTORY

INSTITUTIONAL & GOVERNMENT
INDUSTRIAL PARTNERSHIP



BY MSM GIA



The Unique Synergy: Industrial Venture Architecture

To ensure the realization of these strategies and meet the crucial need for field execution, MSM GIA created MSM Factory, our strategic subsidiary. MSM Factory positions itself as the Architect of Industrial Venture, providing the operational, technical and logistical capacity essential for the success of production units in Africa. This unique synergy - combining the financial engineering of MSM GIA with the field expertise of MSM Factory - allows us to offer an integrated service that goes from the idea to the operational plant, thus eliminating the risks of misalignment between strategy and execution.

Our Commitment: Capital Security and Measurable Impact

Our fundamental commitment, particularly to States and Development Institutions, is to actively support national industrialization programmes. By acting as your structuring partner, MSM Factory ensures that each project not only raises the necessary funds (thanks to its bankability), but also ensures compliance with regulatory frameworks, and delivers the social impact (job creation, local content) promised. We are the guarantor of capital security and execution rigor, transforming political intentions into tangible economic results.

ABOUT US

MSM Global Investment Advisors (MSM GIA) was established as a leading investment and strategy consultant with a clear mission: to transform the continent's broad opportunities into sustainable business successes with high socio-economic impact. Our initial experience is based on complex financial structuring, modelling of investment strategies and facilitating access to international financial networks, Ensure that ambitious projects have a solid foundation and are aligned with global best governance practices.



MSM FACTORY

INTRODUCTION & POSITIONING

THE CONTEXT: INDUSTRIALIZATION: NATIONAL STRATEGIC PRIORITY

The acceleration of industrialization is not a simple economic option, but the fastest and most stable path towards the massive creation of wealth, the diversification of the national economy and the generation of sustainable jobs for youth. This transformation, now at the heart of national agendas and major multilateral institutions (such as AfDB, IFC or BOAD), requires significant investments and, above all, projects with strong local content, able to meet international standards of quality and profitability. This is a strategic priority whose success directly impacts social stability.



THE BANKABILITY REQUIREMENTS OF FFIS AND FDIS

However, the realization of these national visions often faces a critical gap between the stated political will and the rigor of execution required by international funding actors. Foreign Direct Investors (FDI) and Development Institutions (DFI) require bankable projects, impeccable governance structures and operational risk management specific to the African context. To cross this threshold and transform ambition into a real investment asset, it is essential to rely on partners capable of providing integrated expertise, ranging from financial structuring to field execution control.

THE EFFICIENT STRUCTURING PLATFORM FOR PPPS

It is precisely in this context of increased requirements that MSM Factory offers an innovative strategic partnership. Our mission is to equip [Country name/Target institution] with a highly efficient industrial structuring platform aligned with the best international standards. This platform is designed to be the execution tool of the national vision. By acting as the technical, executive and financial interface of strategic Public-Private Projects (PPP), MSM Factory ensures seamless coordination between government expectations, the diligence of funders and the operational imperatives of industrialists.



The Strategic Character of National Industrialization

At continental and international level, industrialization is universally recognized as the essential driver of sustainable economic transformation. African nations, in particular, have affirmed their firm commitment to clear strategies aimed at diversification, increasing local content and massive job creation.

Context & Justification

The Imperative of Concretization and Capital Mobilization

The achievement of such ambitious industrialization objectives requires not only the mobilization of substantial domestic and foreign capital, but above all the critical capacity to deploy it effectively on the ground. Although many countries benefit from a favorable incentive framework and attract the interest of development institutions (DFI), the implementation stage remains the main bottleneck. Too many well-intentioned projects fail to raise the necessary capital or start industrial execution because their initial structuring is insufficient in the face of strict criteria of risk reduction, transparency of governance and international bankability. It is not enough to have the money or the idea; you need a project that is fundamentally investable according to the rigorous standards of global financiers.



Our Role: Securing Capital and Catalyzing FDIs

The critical challenge we are addressing is therefore the persistent gap between the national vision and the rigor of execution demanded by investors. Without a platform capable of achieving complete risk disarmament - covering the regulatory, technical, logistical and political dimensions specific to the African context - capital, whether public or private, remains cautious. The failure of industrial projects translates into a loss of confidence for investors and a waste of public resources. It is imperative to integrate a professional risk management and structuring process from the early stages to transform these potential risks into safe and predictable assets.



That is why the intervention of MSM Factory is essential for any organization responsible for industrialization. Our role is to ensure that each industrial project placed under our mandate becomes a secure path and complies with the requirements of Development Institutions (DFI), commercial banks and foreign investment funds (FDI). We act as the guarantor of execution, de facto protecting public funds invested in technical assistance and catalysing private capital. By providing the necessary structure, governance and technical partners, we transform national ambition into an operational and profitable industrial reality, thus ensuring that the strategic objectives of economic development are not compromised by the complex vagaries of field execution.





THE PROBLEM: WHY INDUSTRIAL PROJECTS FAIL IN AFRICA?

THE PROBLEM

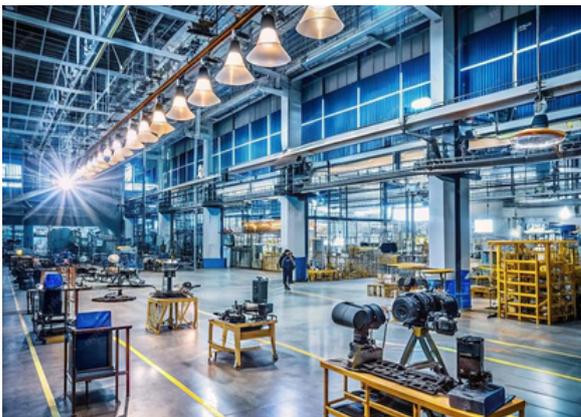
The blockage of the most promising industrial projects in Africa is not so much a question of lack of capital or opportunities, but rather a failure in managing the complex risks inherent in operational deployment. States and public institutions face an uncontrolled execution risk that paralyzes investment. This risk encompasses the unforeseen logistical difficulties, the slowness and complexity of obtaining regulatory authorizations, and above all, the management of social and political risks specific to Africa. A project cannot succeed if it fails to navigate this complex ecosystem, thus turning the delay or unexpected cost into a total failure that weighs heavily on public budgets.

Lack of "Bankable" Projects according to International Standards

Moreover, a major difficulty lies in the lack of "bankable" projects according to the standards of international financiers. Preliminary studies, often commissioned locally or without the required expertise, are insufficient or too optimistic to meet the strict criteria of large Development Banks (DFIs) and foreign investment funds. These institutions require rigorous financial structuring, transparent governance and comprehensive risk and return modelling. When these conditions are not met, projects fail to pass the due diligence stage and capital remains blocked, depriving the economy of the expected leverage effect.

The Wear and Tear of Public Resources and the Cost of Inaction

Finally, the slowness of partnerships constitutes a major obstacle to the rapid realization of impact. A successful industrial project is a complex alchemy between the institutional requirements of the State (employment, local content), the performance expectations of private investors (FDI) and the need to integrate proven technologies provided by foreign industrialists. The time spent aligning these divergent requirements, negotiating Joint-Venture (JV) agreements and mobilising the right technical expertise significantly slows implementation. This delay results in a loss of competitiveness for the country and an inability to respond quickly to market needs, fully justifying the outsourcing of this strategic and operational alignment function.



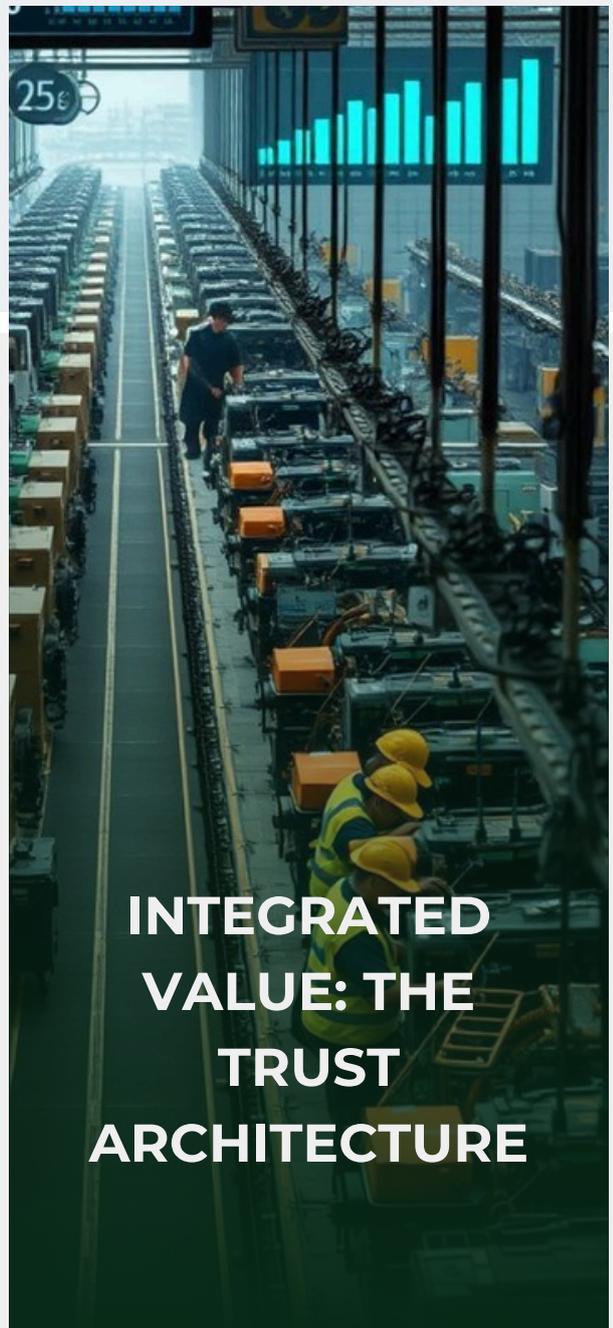
OUR IVAAS SOLUTION: THE INDUSTRIAL COMPANY AS A SERVICE

MSM Factory offers the Industrial Venture-as-a-Service (IVaaS) model as the official and integrated industrial execution platform for development institutions. IVaaS transforms the fragmented and risky approach of industrialization into a sequential and secure methodology, starting with Industrial Pipeline Structuring. We go beyond the single feasibility study to create pre-validated sector project portfolios, which we call "Plug & Build Industrial Projects". These projects are designed from the start to comply with impact and profitability requirements, making the entire pipeline instantly ready for presentation and funding by funders, Financial Development Institutions (FDIs) and private investors.

The core element of IVaaS is Risk Removal, the most critical approach to unlocking institutional capital. Unlike traditional approaches that simply list risks, MSM Factory actively secures each project. This security is formalized by our proprietary Africa Ready™ Certification and a detailed and enforceable Risk Mitigation Plan. This comprehensive process protects the public capital invested in technical assistance and gives the necessary confidence to private capital, ensuring that typical obstacles (regulation, logistics, land) are identified, processed and integrated into the financial structure of the project before any major funds are deployed.

Finally, IVaaS excels in the Orchestration of Public-Private Partnerships (PPPs) and stakeholder alignment. MSM Factory acts as the single, neutral interface (Matchmaker), facilitating the often complex harmonisation of state needs (employment, local content), private capital (return, security) and foreign technology holders. We accelerate the establishment of stable legal and financial structures, such as Joint-Ventures (JV) and Build-Operate-Transfer (BOT) or Build-Operate (BO) models, thus transforming the complexity of multi-party alignment into a smooth and fast process, ensuring timely implementation of the industrial project.

INDUSTRIAL VENTURE-AS-A-SERVICE



**INTEGRATED
VALUE: THE
TRUST
ARCHITECTURE**

MSM FACTORY

OUR IRREVERSIBILITY FACTOR

**THE DUAL SKILL: FINANCIAL
RIGOR AND TECHNICAL
MASTERY**

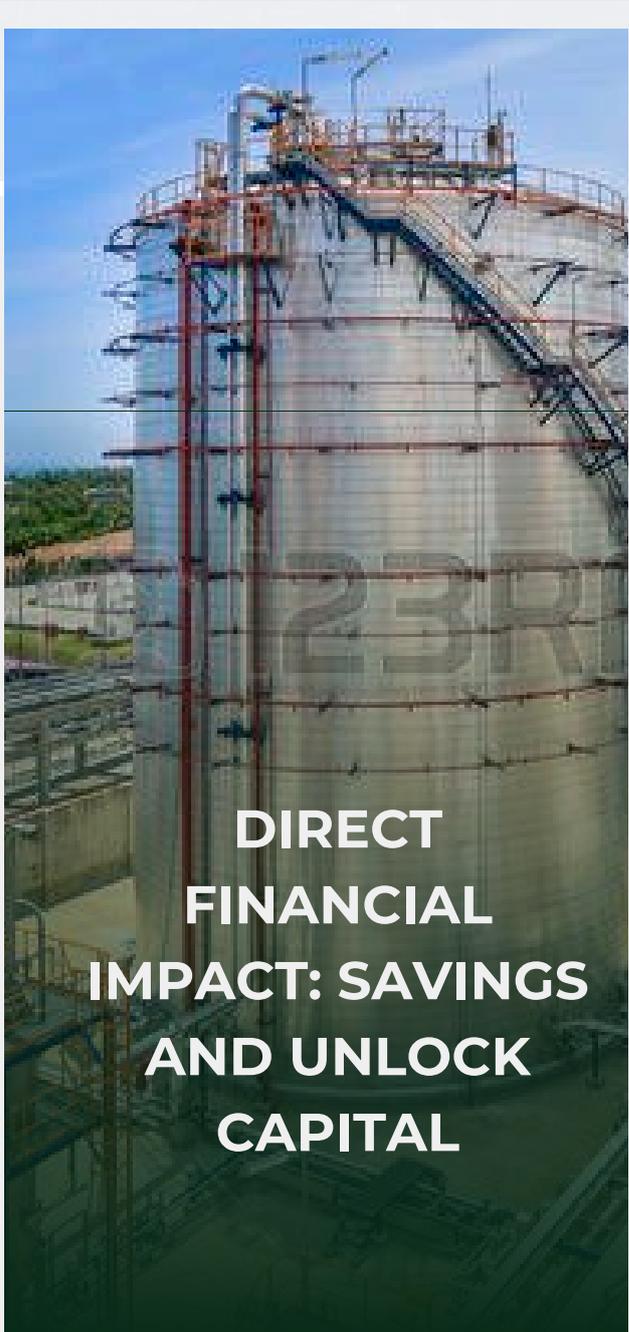
MSM Factory's irreversibility factor lies in our unique ability to merge the financial requirements of Development Institutions (DFIs) with the technical imperative of field execution. While classical consulting firms often limit themselves to the production of theoretical studies, we integrate Financial Rigor and Technical Mastery. This means that all our investment models are designed from the ground up to comply with strict DFI and donor impact criteria, while our expertise ensures a rigorous selection of partners and technologies, specifically adapted to local value chains. This two-dimensional approach ensures that the capital is not only secured, but also deployed in an optimal and efficient manner.

L'Avantage Opérationnel : Ancrage Institutionnel et Exécution Sécurisée

Our difference is concretized on the ground by an Institutional Anchorage and an Operational Execution without equivalent. Our in-depth knowledge of local regulatory ecosystems gives us the field expertise to accelerate compliance and regulatory approvals, reducing delays and unplanned costs that are key drivers of project failure in Africa. This skill is completed by a Direct Follow-up of the Implementation and Commissioning. We do not pull out after fundraising; we remain engaged in the critical phase of construction and launch, acting as the operational conductor who ensures budget and schedule compliance.

Capital Institutionnel : Crédibilité Renforcée et Attractivité

Finally, our structure is a guarantee of perfect alignment of interests, transforming our proposal into a real guarantee of execution. Our remuneration model is heavily weighted by the Success Fees and, in some cases, the Deferred Equity on the project. This direct financial commitment ensures that the objective of MSM Factory is the same as that of the State or the Institution: a fully operational and profitable industrial project in the long term. We are not remunerated for the sole production of documents, but for the tangible economic result, which fundamentally distinguishes us from any other market player.



**DIRECT
FINANCIAL
IMPACT: SAVINGS
AND UNLOCK
CAPITAL**

Your Gain: Security, Execution, Profitability

ACCELERATION OF INVESTMENTS AND CAPITAL SECURITIZATION

The main benefit of a structuring partnership lies in the measurable acceleration of foreign direct investment (FDI) and the securing of funds. By quickly transforming strategic ideas into fully structured and bankable industrial projects, the time between political will and capital injection is drastically reduced. This process is coupled with a drastic reduction in the risk of failure of projects financed by public funds or DFIs, thanks to rigorous Risk Removal mechanisms. This approach protects the capital of the institution and, by minimizing uncertainties for investors, it positions the country or region as a credible and reliable industrial destination, thus strengthening its overall competitiveness.



JOB CREATION AND STRENGTHENING OF LOCAL CONTENT

The most tangible impact of this structuring platform is the ability to generate massive sustainable job creation. Unlike purely extractive investments, our focus is on local processing (agro-industry, construction materials, etc.), ensuring a strong local content. Each project is thus designed to maximise the use of manpower and national resources, ensuring that economic benefits irrigate the real economy. This emphasis on social impact is not only an ethical imperative, but also a growing demand of development finance institutions, making projects more attractive and easier to finance.

ASSURANCE OF EXECUTION AND INTERNATIONAL CREDIBILITY

Adopting a rigorous execution methodology such as IVaaS allows the institution to guarantee the quality of execution and strengthen its international credibility. The fact of operating with a recognized quality and risk management label positions the region or country as a reliable and predictable partner. This strengthening of competitiveness and confidence translates into a virtuous circle: more successful projects, more capital attracted, and accelerated structural transformation. By outsourcing the complexity of alignment and structuring, the State or Institution can focus on its sovereign role of regulation and facilitation, ensuring maximum return on investment from its own funds and sovereign guarantees.

Methodology: The Secure Process from Idea to Factory



The process begins with a Phase I: Strategic Framing & Prioritization, essential to align execution with the national vision. During this stage, we work closely with the institution to precisely define the 3 to 5 priority industrial sectors offering the best potential for impact and profitability for the region. This phase also includes the development of an initial Risk Map, which identifies and maps potential barriers (regulatory, logistical, social) even before financial structuring. This proactive approach ensures that the pipeline of projects is focused on the most promising areas and that initial risks are known, facilitating informed decision-making and future planning.

Phase II: Advanced Structuring and Obtaining Bankability

The success of industrialization relies on the financial robustness of projects, which is ensured during Phase II: Structuring and Bankability. This is the stage where ideas turn into credible investment proposals. We develop detailed financial models, in line with the impact requirements of Development Institutions (DFIs), and establish the optimal governance structure for each Public-Private Project (PPP). The work includes pre-qualification of potential investors and targeted DFIs, ensuring that the project fully meets their investment criteria. The objective of this phase is to provide projects with the necessary bankability certification to unlock international financing without delay.

Phase III: Operational Execution and Accelerated Mobilization

The last step, Phase III: Execution and Mobilization of Funds, is the realization of all the structuring work. It starts with the launch of a targeted investor Roadshow, supported by finalised financial and legal documents. We manage the negotiation of Joint-Ventures (JV) and other partnership agreements, aligning the interests of the state, private capital and technology industrialists. Finally, we ensure the direct monitoring of the implementation and commissioning, ensuring that the field execution takes place in accordance with the commitments. This continuous operational presence ensures that the project moves quickly from the financing agreement to the operational plant, materializing the expected economic impact.

Next Steps to Launch the Partnership

Formalization of the Mandate and Strategic Meeting

In order to quickly materialize our role as a strategic partner and mobilize the necessary resources, the first step is to organize a High-Level Meeting. The objective of this executive meeting is twofold: first, define the precise terms of the Exclusive Technical Assistance Mandate for the priority industrialization program [Name a key program]; then, confirm the work methodology and the KPIs expected. This step is crucial to ensure strategic alignment between MSM Factory and the Institution, ensuring that our technical intervention is perfectly coordinated with national economic development objectives.



Formalization of the Partnership through a Memorandum of Understanding

Immediately after the high-level meeting, it will be essential to proceed with the signing of a Memorandum of Understanding (MoU). This official document will formalize the role of MSM Factory as a privileged technical partner for the structuring of industrial Public-Private Partnerships (PPPs). The MoU establishes a clear framework for collaboration and signals to international investors and IFDs that future projects will benefit from rigorous and compliant structuring. This formalization is a guarantee of credibility and allows to unlock the first administrative resources necessary for the launch phase.

Operational Launch and Activation of Phase I

The last concrete step is the Launch of Phase I: Activation of the Strategic Framing and Risk Mapping Phase. We will immediately initiate work on the sector identified as the most urgent or strategic. This phase will lay the methodological and technical foundations for subsequent projects by defining priority value chains and mapping specific risks. By activating this phase without delay, we transform the partnership intention into concrete action, allowing to quickly have a pipeline of projects ready to be structured and financed.

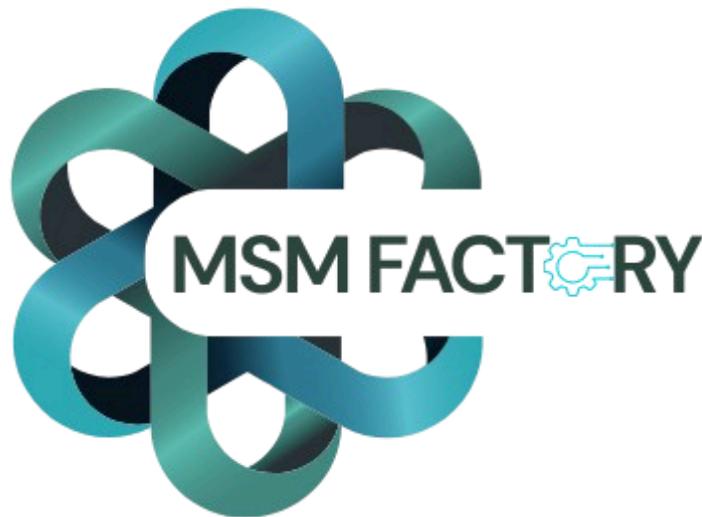
Expected Results and Shared Vision

MSM FACTORY POSITIONS ITSELF AS THE INDISPENSABLE STRATEGIC AND OPERATIONAL PARTNER TO TRANSFORM INDUSTRIAL AMBITION INTO CONCRETE AND SUSTAINABLE SUCCESSES. OUR PROPOSAL GOES FAR BEYOND TRADITIONAL ADVISORY SERVICES. WE DO NOT ONLY PROVIDE DOCUMENTS OR THEORETICAL FEASIBILITY STUDIES; WE PROVIDE THE ENTIRE ECOSYSTEM NECESSARY FOR SUCCESS: THE RIGOROUS GOVERNANCE STRUCTURE, PRE-QUALIFIED TECHNOLOGICAL AND FINANCIAL PARTNERS, AND, ABOVE ALL, THE PERFORMANCE GUARANTEE ON THE GROUND. THIS GLOBAL COMMITMENT IS THE KEY TO SECURE CAPITAL - PUBLIC AND PRIVATE - AND TO CATALYZE THE MASSIVE CREATION OF VALUE AND INDUSTRIAL JOBS, AN IMPERATIVE FOR ANY EMERGING ECONOMY.



BY CHOOSING MSM FACTORY, THE INSTITUTION CHOOSES AN APPROACH THAT DISARMS RISKS AND ACCELERATES FINANCING. OUR IDENTITY IS SUMMARIZED AS FOLLOWS: " MSM FACTORY IS THE ARCHITECT OF VENTURE WHOSE MISSION IS TO MAKE AFRICAN INDUSTRIAL PROJECTS BANKABLE, INVESTABLE AND SCALABLE. " WE ARE READY TO PUT OUR IVAAS EXPERTISE TO WORK FOR YOUR PRIORITY INDUSTRIALIZATION PROGRAM, TURNING EXECUTION CHALLENGES INTO SOLID AND OPERATIONAL FINANCIAL ASSETS. WE INVITE YOU TO IMMEDIATELY ACTIVATE PHASE I TO ACHIEVE THIS TRANSFORMATION.

CONTACT US



LET US KNOW

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