



Agri-Food Investment Initiative (AFII)  
Business Plan Guidance Notes

## AGRI-FOOD INVESTMENT INITIATIVE (AFII) – JUNE 2024

### Business Plan Guidance

Applicants must outline within a Business Plan why they are seeking public assistance.

The information below is intended as a guide and Invest NI reserves the right to request further information for more complex projects.

AFII assistance. As such, the Business Plan must cover in detail the following areas as a minimum:

- **Background Information**
  - Provide information on the company, history and development of the business, key events, acquisitions and disposals, and material changes in ownership and management
  - Group structure, including subsidiary undertakings, associated joint venture arrangements and any material related parties identified
  - (If part of a Group) Group operations and interdependencies and Group high-level financial information (e.g. sales, GP, EBITDA, Net Profit and Net Assets for last 2 years).
  - Share capital and ownership
  - The locations and principal activities of the business
  - Key products and markets
- **Strategic Objectives**
  - Organisational strategy, track record, capability, set out for the overall business, and specifically in relation to the project for which support is being sought.
- **Project Overview**
  - Detailed overview of the Project, including the aims, objectives and actions required to successfully deliver
  - Any revenues separately identifiable relating specifically to the project
  - The separately identifiable direct costs relating to the project
  - Any indirect costs or allocated costs associated with the project
  - Staff numbers and costs relating to the project, set out for the business overall, and specifically in relation to the project for which support is being sought
  - Project specific capital expenditure (detail cost per item)
- **Marketing and Sales**
  - Group and Company Sales Strategy
  - Group and Company Pricing Strategy
  - Channels to market
  - Market overview, including assessment of the scale of the market, the current opportunities and current and targeted market share
  - Brand Strategy including details on USP and marketing
  - Provide information on the current and planned products provided by the business
  - Provide details of current sales split by geography (NI, GB, RoI, Europe, Middle East, Asia, USA, etc.)
  - Provide details of projected sales split by geography (NI, GB, RoI, Europe, Middle East, Asia, USA, etc.)
  - Provide a high-level overview of the key external commercial factors affecting the business, focusing on:

## AGRI-FOOD INVESTMENT INITIATIVE (AFII) – JUNE 2024

- The market – including market definition(s), key drivers, trends, size, structure, and maturity
- Top 10 customers– including split of sales by customer, contractual nature of the customer relationship, current order levels
- Key competitors – including comparative strengths and weaknesses
- Other relevant factors such as the regulatory or technological environment
- **Operational/Production –**
  - Provide information on the business operations, to include:
    - Provide details on current premises, production facilities, MIS, IT
    - Current and forecast headcount
    - Capacity of current premises and any planned extensions
    - Provide details of new PME for which support is being sought under the application and what impact it will make on the business (quantify impacts)
    - Provide forecast capital investment levels (for the project plus any other planned investment)
    - Supply chain for key materials (and how the supply of raw materials will be met following implementation of the project for which support is being sought)
- **Ownership, Management and Control**
  - Provide details on leadership team/key management and personnel in the business (should include an organisational chart) including track record, experience and credentials.
  - Provide details on the board structure and the use (if any) of non-executive directors and key advisors
  - If part of a group, outline the group structure, the relationships with other entities within the group, and the decision-making process
- **Organisational Development and Training**
  - provide information on staff training which will be required because of this project
- **Historical and Projected Financial Performance** (provided in excel format)
  - Provide historical cash flow, profit and loss accounts and balance sheets (for the current financial year plus two previous financial years), together with assumptions
  - Provide up-to-date management accounts
  - Provide monthly projected cash flow, profit and loss accounts and balance sheets (for a minimum of three years or for the duration of the project, whichever is greater), together with separate tab detailing cost assumptions on all costs and gross margin components.
  - P&L projections must include detailed direct and breakdown of margin components, direct and indirect labour, breakdown of operating overheads, depreciation, EBITDA
  - BS/ Cash-flow projections must include breakdown of current assets & liabilities, including cash and individual sources of debt and dividends.
- **Funding of the Project and Company**
  - Provide information on current sources of funding
  - Outline how the project for which assistance is being sought will be funded and projected sources of funds
- **Risks**
  - Any additional Risks not identified above, e.g. Brexit, supply chain or legislative

## AGRI-FOOD INVESTMENT INITIATIVE (AFII) – JUNE 2024

- **Counter-factual**
  - Counter-factual scenarios must be provided, which could include:
    - Do Nothing – Counterfactual projections which outline the business performance without implementing the project at all.
    - Do Project – counterfactual projections without Financial Assistance (if appropriate)