

Format and Content of the Business Plan

The completed business plan consists of:

- directly business plan in the form of a complete document in MS Word and PDF format, with accompanying financial registers and supporting tables in MS Excel format;
- business plan presentation;

Part 1 - Business Plan Format and Content

1. Format

- 1.1. Language – the business plan is must be drawn up in Georgian language;
- 1.2. The business plan must be presented as a complete document in MS Word and PDF format, all financial registers, tables and appendices must be combined in the document, it is not allowed to present the appendices as separate documents;
- 1.3. Font - Sylfaen, the exception is the documentation presented in the form of appendices;
- 1.4. Font color - black;
- 1.5. Font size - 10 or 11 (except for the titles of the issues, the font size, if desired, can exceed the font size of the main text by a maximum of 2 units) - the exception is the documentation presented in the form of appendices;
- 1.6. Space between lines - in the case of font size 10 - 1.5, in the case of font size 11 - 1.15;
- 1.7. The use of Bold, Italic and Underline is not allowed in the main part of the text of the business plan, the exceptions are the headings of chapters and subchapters of the business plan, footnotes, notes, titles of tables, diagrams and schemes, as well as cases where the author separates a single word, phrase or thought;
- 1.8. Pages numbering - all pages except the cover page, table of contents and appendices must be numbered, although the number of pages of the cover page and table of contents should be taken into account in the numbering. The page number should be placed in the middle of the page footer;
- 1.9. The entire text of the business plan must be aligned between the margins, except for those lines that cannot completely fill the space between the margins, and at the same time the next sentence begins with a new paragraph - the so-called Justify;
- 1.10. Margins of the entire text of the business plan should be of the same size, if several levels of issues are used so called numbering or bullet, the same level right field (margin) of issues must be the same;
- 1.11. Tables, diagrams and charts - all tables, diagrams and charts in the business plan should be numbered and titled, at the same time tables, diagrams and charts are numbered separately, which means that they have a separate order. In terms of numbering, financial registers can be an exception - profit and loss register, balance sheet, cash flow register.
- 1.12. Each table (including financial registers), diagram, chart in the business plan must be placed within one page, it is allowed to expand the margins of the page, or "change the orientation" of the page on which the table is

placed. In case the table cannot be fitted within one page, when moving part of the table to the next page, it should be indicated that it is a continuation of the corresponding table and all column headings should be repeated.

1.13. The font size used in tables, charts and diagrams is not established, but all names and numbers must be legible;

1.14. Miscellaneous:

1.14.1. Cover page - the following data must be shown in the necessary manner: name of the beneficiary (name of the legal entity considered as the recipient of co-financing), registration number of the application in the agency, field, type of business, district, region;

1.14.2. Table of contents - must be numbered and the corresponding page number along all the issues indicated in the table of contents;

1.14.3. Numeration of the subchapters is not mandatory.

2. Content

2.1. Chapter - Review

2.1.1. Brief Description of the Business Idea;

2.1.2. Describe the value created for the user (product/service), the main aspects of the project and the expected results (planned income volume and profit, number of employees and annual salary budget, financial ratios, etc.). List the success factors of a business and what makes it unique (competitive advantage).

2.1.3. Success determining factors

2.1.4. Planned indicators - planned indicators of sales, created products/services and the period of their achievement (in the form of a general overview) achieved during the activation of the business.

2.1.5. Zero profit point - both in monetary terms and in terms of volume of products/services sold;

Remark - it is not mandatory to separate the issues listed in the review chapter into separate subchapters.

2.2. Chapter - Ownership, Management and Staff

2.2.1. Subchapter - Status and History of the Business Entity

- In the case of an existing business, the date of establishment, the history of activity, the results achieved - the sales volume of the last 3 years (must be confirmed by tax documentation and the supporting documentation must be submitted as an appendix to the business plan), the volume of assets.

- In the case of a new business, the name of the entrepreneur and the date of registration

2.2.2. Subchapter - List of Owners with Share Indication

- in the case of a legal entity - all founder names, with indication of surname and personal number, if the company is founded or should be founded by another legal entity - the name of the founding company, identification code, field of activity and the names, surnames, personal numbers of all its founders.

- description of the activity of the entrepreneurial entity/founders - current workplace, shares in various companies, income (income and shares are documented, supporting documentation should also be attached to the business plan).
- Implemented projects, their business experience, etc.

2.2.3. Subchapter - Key Personnel and Their Qualifications

- Which positions of the business to be created are key positions, what circumstances determine the importance of these positions in the successful operation of the business.

Qualifications of persons employed in key positions, an extract from their resume of the main part that proves their qualifications (full resumes of key personnel should be an appendix to the business plan).

Remark: - key personnel may not be hired persons and may be the founder/entrepreneur of the company, in which case the experience of the founder/entrepreneur should be substantiated, how it ensures the success of the business.

Remark: - If it is not important to separate key personnel due to the specifics of the business, describe the reason.

2.2.4. Subchapter- Number of Employees

- The planned number of employees should be described in detail with reference to positions and remuneration (including accrued income tax), as well as in case of seasonal changes in the number of employees - the number of employees should be separated during the season and throughout the year (separation can be made within the same table). The number of employees should be properly justified and the salary presented in this subsection should match the data provided in the financial model.

2.3. Chapter –Products/Services

2.3.1. Subchapter - Value Created for the User

- What kind of problem does the product/service created by you serve to solve? What stages will it go through before solving the problem? How will it affect women, youth and the environment? What will be the impact on the local (municipality, region, village) economy? Describe the value created for the user - the product/service (technical characteristics, features, expected life span, prerequisites for its correct functioning, etc.). If you offer your customers a solution to several types of problems (product/service), describe how they are related to each other and how they influence each other. In the case of a new product/service offering for a start-up business or market, explain how well it provides a solution to the customer's problem? For an existing business, describe how your problem-solving approach (product/service) works and how it can be developed (for example, functionally). If you consider your solution (product/service) to be innovative, describe why and support it with evidence.

2.3.2. Subchapter - Product/Service to be Employed

In the subchapter, each type of product/service offered by the business entity must be described in detail, and the description of each product/service offered must include:

- What type of product is the final product, it means it is the so-called an intermediate product for further processing (or even for further packaging, packaging, etc.) or a final product that will be placed on the counter or in the relevant retail sales network in the form in which the enterprise will produce it; (in case of production)
- Detailed description of the offered services with indication to their specifics.
- Characteristics of the product/service - Characteristics differ depending on the type of products/services to be offered, the presented business plan should detail the characteristics as much as possible, when these characteristics represent a competitive advantage.
- Sorting and packaging - in what volumes will be packed all individual products provided for in the business plan, and the circumstances determining the specified volume of packaging, details of sorting and packaging materials (required only in cases where the packaging of products determines the shelf life of products, or any kind of competitive advantage) (in case of production);
- For example, is your product innovative? New to the market? Or customized? Does it help customers save money?

2.3.3. **Subchapter - Positioning**

- It must be described in which price segment the business plans to position its products/services, by what features is the segment characterized and what is the reason for the presented positioning decision.

2.3.4. **Subchapter - Pricing and Self-Cost Structure**

It must be described in the necessary manner:

- pricing strategy, which means - whether the business entity has planned to change its own margin according to the specifics of the market or seasonality, or whether it will try to maintain a fixed price throughout the year. What are the circumstances of this decision?
- prices of products/services - the wholesale and retail price of each product/service must be presented in the form of a single table (with or without taxes in a single format). According to the types of services/products, it is possible to display them in general indicators;
- cost structure - the cost structure of all graduation products/services must be presented in the form of a table in the format agreed with the agency;

2.3.5. **Subchapter - Competitor - Substitute Products/Services and Advantages Compared to Them**

- The main part of competing products/services (if the number of similar products/services is large, a description of several types will be sufficient), and if there are no competing products/services, this should be properly explained and justified.

- Substitute products/services - products that may represent an alternative to the manufactured product/service in terms of characteristics and must be presented in the same price segment.
- in the subchapter, the prices of the product/service produced by the entrepreneurial entity to be financed must be compared with the prices of competing and substitute products/services, at the same time, the comparisons must be made in a uniform format, taking into account common indicators. As a result of the comparison, the competitive advantage (if any) should be highlighted and at the same time justified.

2.3.6. **Subchapter - Product/Service Delivery Dates**

- The date of production/offer of the first batch of products/services (planned period), as well as the terms of delivery of products/services to the market/potential buyers should be described in a necessary manner. The terms depend on what circumstances.

2.3.7. **Subchapter - Patenting / Licensing**

- This Subchapter should be presented and described in the business plan if the entrepreneurial entity or its founders own any patent or the product/service to be released is subject to licensing, otherwise the Subchapter should not be presented in the business plan at all.

2.4. Chapter- Sale Markets

2.4.1. **Subchapter - Overview of Markets and Segment Analysis**

- Based on business needs, group customers by gender, age, income level and geographic area. Explain why your solution (product/service) is beneficial to customers, in terms of investment feasibility, costs incurred and profit received.
- Characteristics of local and export markets of products/services, in particular: is the market organized and formed according to established rules, entry barrier - what difficulties are associated with entering the market (both in the local market and export market); in the event that sales are planned only on the local market, a detailed analysis of export markets is not necessary;
- market segments and their analysis;
- Analysis of local demand and export demand (according to which market it is calculated) the total annual volume of product/service markets. When there is no accurate data on the market volume, it is necessary to establish the estimated volumes, and the business plan must present the assumptions and assumptions, according to which the estimation data is established, or it must be justified why the analysis of this data is not important for making a decision. It is also possible that in individual cases the markets cannot be detailed to the level of products/services, in this case the part of the market in which the respective products/services are combined should be evaluated and such an assumption should be substantiated;

2.4.2. **Subchapter - Geography of Sale Markets and Factors Determining Demand**

- all the countries where the products/services are planned to be sold/offered should be listed and the circumstances according to which the decision was made should be described according to the relevant countries (the circumstances should be described across countries and not according to the requirements of individual potential purchasing companies);

2.4.3. **Subchapter - Characterization of Customers / Target Segment**

- Only in the planning of wholesale sales - a list of potential customers (distribution companies or trade networks) in terms of grouped countries, their experience, place in the relevant market, number of partners or own facilities / companies, product range, and principles of cooperation - minimum delivery volumes, minimum range and etc. in case of existing the Memorandums of Understanding, the terms of the memorandum must be described, and the memorandum must be presented as an appendix to the business plan;
- In the event that the entrepreneurial entity supplies the products/services with its own resources, the end user of the products/services should be described in terms of age and purchasing power. Quantitative data of a similar user should be evaluated in the relevant market (in this regard, it is often impossible to determine the exact data, therefore the data should be based on certain assumptions and all the assumptions resulting from the data should be described). It should also be described whether the project implementation team has experience in providing products/services;

2.4.4. **Subchapter - Competitive Environment, Characterization of Competitors**

- Competing companies, unlike 2.3.4. From the point, the companies operating in the target markets where the entry is planned should be evaluated directly, their experience, the range of products/services should be evaluated. Of course, in the main cases it will be impossible to list all the competing companies, in this case the market leader companies should be evaluated (which company is the market leader is estimated. It must be justified on what facts and circumstances the reasoning is based on). It is also possible to separate the general characteristics of the field and general characterization of the companies working in the field;

2.4.5. **Subchapter - Sales Plan and Target Market Share Forecast Volume**

- Scheduled 5-year sales plan according to the types of products/services in terms of money and quantity or volume (in the format agreed with the agency). Detailing should be carried out to the level of homogeneous types of products/services, except in cases where the form of packaging/pricing/service delivery is different for different target segments or different markets;
- it must be explained in a mandatory manner why the presented growth rate of sales is planned, or why it is not increasing;

- Company's share in relevant markets in case of fulfillment of the presented sales plan. Market data must match the estimated volumes of the markets indicated in the section 2.4.1; the assumptions on which the forecast is based must be presented;

2.4.6. **Subchapter - Seasonality of Sales**

- Is the product/service characterized by seasonality and what is the reason for it;
- in the monetary terms, in what volume is the share of seasonal sales shown in total realizations;

2.4.7. **Subchapter - Description of Sales Channels and Distribution Methods**

- What type of sales channels to use when selling products/services;
- Detailed description of delivery method - number of facilities, frequency of delivery of products/services, periodicity of receipt of funds, etc. the most detailed terms and pricing for cooperation with partner companies in the direction of sales (the numbers must match the data indicated in the pricing sub-section);

2.4.8. **Subchapter - Marketing**

- In order to stimulate sales of products/services, scheduled marketing activities (the marketing budget should be reflected in the financial sources accordingly). In case no marketing activities are planned, the reason for such decision should be substantiated;
- Description of market penetration strategies.
- In the case of a startup business or new product/service: how do you plan to enter the market? How do you get your first customers? How do you grow your customer base? How will you inform/convince your potential customers to buy your product/service? For an existing business: describe in detail how you went through the above steps.
- How will you help passive requests to become real (open) requests? How will your strategy affect women and youth?
- What are the terms of payment for customers? What kind of relationship do you plan to build with customers? What rip services/offers are you planning to do for the sale and beyond? What will be the return or warranty system?
- Where is your business located and why? Is it accessible to all population groups (women, youth, socially disadvantaged)? How will you provide them with your solution to their problem (product/service)? If you deliver with the help of others, describe their capabilities and role in the value chain? What resources (skills, equipment, real estate, etc.) do you need for marketing and distribution?

2.4.9. **Chapter - Production and Main Material Assets**

2.4.10. **Subchapter – Business Location**

- the exact address of the business (an extract from the public register must be submitted as an attachment), in case several possibilities are considered - all addresses must be specified;
- the determining factors for decision-making should be described;
- the compliance of the given location/s with the specifics of the business must be substantiated;
- if the purchase of a plot of land is planned (it is not financed within the framework of the project), the details of the purchase must be presented and the willingness to purchase must be confirmed in the event that a positive decision is made regarding the co-financing of the business plan. If it is planned to receive land/buildings from the National State Property Agency in exchange for the fulfillment of investment obligations, information about the accompanying obligations must be described (it should be noted that the investment made with the co-financing amount of the agency provided for in the project will not be considered in the fulfillment of the said obligation).

2.4.11. Subchapter - Detailed Description of the Production Process/Service Creation

- The most detailed creation process of each product/service type. starting from the reception of raw materials and ending with the storage of finished products (in case of production);
- The description of the process should include the stages, namely: the purpose of the stage, the duration of the stage, the equipment/equipment involved in the process, the number of employees and the need for specific knowledge.
- The so-called part of the whole process should be separated and evaluated in a necessary manner. Bottle Neck.
- How do you ensure quality control in production/service creation?

2.4.12. Subchapter - Detailed Description of Machinery and Other Material Assets

- All machinery and other material assets provided by the process, performance (or relevant data eg: load capacity), manufacturer, condition (new / used), sources of their purchase, conditions of purchase should be described. It should be presented as an appendix to the business plan. Existing assets and assets to be employed/purchased within the project (machines, tools, etc.) must be separated in the table.

2.4.13. Subchapter - Detailed Description of Buildings

- The amount of space required for the operation of the business must be presented in the necessary manner. Redistribution of this space according to the necessary purposes, both in the case of service and production.

2.5. Chapter - Raw Materials (in Case of Production)

2.5.1. Subchapter - Raw Materials and Auxiliary Materials Used in the Production Process

- The so-called used in the production process Description of the types of basic raw materials
- Characteristics (means measurable / countable characteristics - eg: humidity, caliber, heat capacity, energy value and other specific characteristics taking into account the specifics of production);

- Raw material yield - the volume of raw materials required for the production of 1 ton / 1 kg of finished products, as well as losses;
- The so-called Local production of basic / basic raw materials during the last at least 3 years, both across the country, as well as across the target region and, if possible, the target district;
- A detailed description of auxiliary and packaging materials, as well as ingredients, necessary for the production of finished products. Required volumes for the production of 1 ton / 1 kg of finished products;
- Raw material storage conditions;
- The volumes of raw materials, auxiliary materials and ingredients to be purchased annually during the planned 5-year period and their value must be presented in the form of a table (the data in the table must be in accordance with the yield on the one hand, and the production plan on the other hand);

2.5.2. **Subchapter - Sources of Raw Materials**

- Sources of supply of main / basic raw materials, the possibility of providing the enterprise with the volume of raw materials specified in point 2,6,1 should be substantiated. Sources of data used in justification must be presented (if there is no official source of data, the methodology used to substantiate the evidence base must be presented);
- Description of how the process of purchasing raw materials will take place, taking into account the specifics of the raw materials, including the details of the organization of the receiving points (the description of the details of the organization of the receiving points is not necessary in cases where the raw materials are purchased from companies or manufacturers);
- Sources of supply of packaging and auxiliary materials, supply companies and terms of cooperation with them (minimum purchase volumes, terms of supply, etc.);

2.5.3. **Subchapter - Comparative Characterization of Local and Imported Raw Materials**

- This Subchapter should be presented only in cases when the main / basic raw materials are imported into Georgia;
- Comparison of such data as measurable characteristics, price, stability of supply, homogeneity of supplied raw materials, quality should be carried out etc.;

2.5.4. **Subchapter - Prices of Raw Materials and Their Dynamics**

- Price dynamics of all main / base raw materials for the last 3 years, price dynamics of both local raw materials and imported raw materials;

2.6. **Chapter - Supplies (In case of Production)**

2.6.1. **Subchapter - Management Strategy for Ready for Use products and Raw Materials**

- Raw material management strategy, which implies both the periodicity of purchase and processing of basic / basic raw materials, as well as the periodicity of purchase of auxiliary and packaging materials and raw materials. (Raw materials management strategy should be in line with financial resources)
- The strategy of managing stocks of finished products, which implies both the conditions of stockpiling, and should be explained taking into account the method of distribution, how the enterprise will organize the supply of finished products, simultaneously in the network / with partners or distributors, what volume of stocks will be overloaded. Will the enterprise have additional warehouses, etc.;

2.6.2. Subchapter - Location and Description of Warehouse/s Facilities

- The sub-chapter should describe warehouses for raw materials and finished products, whether the enterprise will have additional warehouses in order to maintain continuity of supply as well;

2.7. Chapter - Parties Participating in the Formation of the Service (in Case of Service)

2.7.1. Subchapter - Parties and Types of Services Involved in the Final Service Formation Process:

- Indicate all the parties involved in the final service formation process and the types of services necessary for the final service offer (describe whether it is necessary to include additional services to create the service provided by the project);
- Access to all necessary additional services to create a service should be justified. List of service providers, description and cooperation details.

2.8. Chapter - Investment Plan

2.8.1. Subchapter - Total Project Cost and Funding Sources

- In the sub-chapter, the total cost of the project should be presented in the form of a table according to the articles and indicating the source of funding for each article.
- **Remark:** - The program does not consider financing the following costs:
 - a) purchase of real estate, including land;
 - b) project services;
 - c) repayment of credits and other obligations;
 - d) purchase of shares/shares of the enterprise;
 - e) purchase of an animal.
- In the total cost of the project, the basic means to be financed within the framework of the program should be separated. The amount of co-financing of the agency should be derived from the mentioned amount. (no more than 50% of the total cost of fixed assets to be financed within the project).

Although the program does not provide for the financing of turnover and operational costs, the details of the beneficiary's payment of said costs must be described and presented in the textual and financial model. Sources of funding (including partially non-monetary sources, including the stock market owned by the

company and/or founding partners). Accordingly, the turnover and operating costs will not be included in the calculation of the amount of co-financing of the agency.

2.8.2. Subchapter - Details of Investment in Fixed Assets

The sub-chapter should present in detail the list of all the main means that are planned to be created. construction of buildings, including repair works, the supplier / executor (it is possible that the supplier / executor is not finally selected during the preparation of the business plan, in this case the reasons and why the circumstance is less important should be explained) their value, from which VAT should be allocated, transportation cost, installation cost and other costs. Unless transportation and installation are presented as separate costs in the invoice/contract (invoices/contracts must be submitted as an attachment to the business plan, in the absence of a final invoice provided by the supplier/contractor during the process of drawing up the business plan, correspondence must be submitted, or the source that was taken into account when determining the value), the source of funding for each article must be indicated here, which in turn must comply with the established conditions of the rural development program, which is published on the web page - www.arda.gov.ge ;

2.8.3. Action Plan

- Detailed description of business creation/expansion/modernization processes according to estimated periods (dates).

2.9. Chapter - Financial Plan

General Approaches:

- When drawing up a financial plan, the following basic principles should be followed:
- The financial plan must be drawn up in GEL, however, if requested by the agency, it must be possible to convert it into another currency.
- The planning period includes at least 5 years (at least 60 months);
- Profit and loss and balance sheets must be drawn up annually, and the source of cash flows must be prepared monthly, while in the business plan, only annual sources are presented ("inserted"), and the monthly source of cash flows must be presented in the electronic form in the necessary manner;
- Financial sources and auxiliary tables used in compiling the sources must also be presented in electronic form in MS Excel format, indicating the formulas, so that all the data specified in the financial sources are traceable;
- Article in the source of cash flows - the balance at the end of the period must be a positive number;

- Co-financing of the agency should be reflected in the balance sheet under retained earnings and owners' capital as a separate item, at the same time the co-financing received in the profit and loss section should participate in the calculation of profit tax in proportion to the actual receipt of co-financing.
- In the source of cash flows, the interest expense of the loan should be reflected in the planned loan repayment schedule in accordance with the grace period (if any), and in the profit and loss source - the interest rate expense should be spent in accordance with the accrual, at the same time, the interest expense in both sources should be fully spent, and not only the part to be paid by the beneficiary (in the case of preferential Agrocredit).
- The interest expense financed by the agency should be spent in the profit and loss source in non-operating income, and in the cash flow source - inflows from financial activities (in case of such a loan);
- Profit and loss must be separated in case of export and local sales;
- VAT - in the source of cash flows, VAT should be reflected both in the inflow part and in the expense part, and in the profit and loss source, VAT should not be reflected neither in the sales part, nor in the expense part.
- The value of fixed assets in the balance sheet must be shown without VAT;
- In the balance sheet, the long-term loan should be separated from the current part and should be reflected in the current liabilities accordingly;
- Financial sources should be as detailed as possible and comply with the format developed by the agency (see the electronic attachment), although it is possible to adjust the format to the specifics of the business, following the basic principles.

2.10. Risks and SWOT

- Describe the strengths and weaknesses of the business, analyze threats and opportunities. Develop a strategy that maximizes your strengths and opportunities, while minimizing threats and the impact of weaknesses. Develop a risk management system and evaluate each identified risk by the probability/frequency of their occurrence (for instance: 1-5 points). Evaluate the mentioned risks according to their impact on the activity (for instance: by the principle of assigning 1-5 points). Describe the mitigation measures for each. Show how the identified risks and countermeasures have impacted your business plan. Identify environmental, climate change, natural, social (especially women, youth, vulnerable) and financial risks.

2.11. Subchapter – Assumptions and Risks

- The sub-chapter should describe all the assumptions and risks on the basis of which the financial foundation was built:

- The conditions of loan/s or leasing financing provided in the business plan (the provided conditions must correspond to the conditions established by the rural development program, which is published- www.arda.gov.ge);
- The principle of depreciation of fixed assets and its annual volume;
- Foreign exchange rate;
- The principle of realization and the period of receipt of receivables;
- The cost of finished products throughout the period;
- The principle of purchasing raw materials and additional services;
- The loss and yield of raw materials (depending on the specifics);
- The principle of writing off finished products (depending on the specifics);
- The variable and fixed cost items;
- The principle of counting zero profit;
- And other important assumptions used in the construction of the financial model.

2.12. Subchapter - Structure of Income and Expenses

2.13. Subchapter - Forecasting Financial Registers

- register of cash flows - annual
- profit without loss - annual,
- balance register - annual,

2.14. Subchapter - Zero Profit Point

- It must be presented in a necessary manner, both in terms of money and the volume/quantity of the products/services realized, and the range of products/services must also be taken into account;

2.15. Analysis of Financial Ratios:

- The subchapter includes the necessary financial ratios and their analysis, the ratios should be calculated for the entire planned period, and the average and total indicator of each should be presented.
- List of mandatory ratios and their calculation formulas:

Liquidity Ratios:

- Current liquidity ratio (Current Ratio) - current assets / current commitments;
- Quick liquidity ratio (Quick Ratio) - (current assets-supplies) / current commitments;
- Working capital (Working Capital) – current assets-current commitments;

Profit Ratios:

- Gross profit Margin (Gross Profit Margin) - joint profit / income from sale;
- Net profit Margin (Net Profit Margin) - net profit / income from sale;

Debt Ratios:

- Debt to Assets (DEBT TO ASSETS) – (current commitments + long-term commitments)/total assets;
- Commitment to own capital (DEBT TO EQUITY) – (current commitments + long-term commitments) /total capital;
- Interest coverage ratio (ICR) - (net profit + interest rate expense charged on loans + depreciation expense) / interest rate expense charged on loans;
- Loan service coverage ratio (DSCR) - (net profit + interest rate expense charged on loans + depreciation expense) / loan service expense (principal amount + interest rate - from cash flow);
- Cash ratio for loan servicing (CADS Ratio) - (Balance at the end of the period + loan service cost (principal amount + interest rate))/ (loan service cost (principal amount + interest rate)
- (CADS Ratio) - (Balance at the end of the period + Debt service cost (Principal amount + Interest rate))/ (Debt service cost (Principal amount + Interest rate))

Efficiency Ratios:

- inventory turnover ratio (Inventory turnover) – self-cost of sold products / average inventory of the period;
- Inventory turnover ratio in days (DOH) - 365 / (self-cost of sold products / average inventory of the period)
- ROE - Net Profit/Total Assets
- ROA - Net Profit/Total Equity

Other ratios - Depending on the specifics of the business, it is not limited to add other ratios, such addition can be carried out at the request of the beneficiary and/or the agency.

- All ratios should be analyzed in the subchapter how acceptable each of them is;

2.16. Chapter - Regulation / Certification

Description of state regulation and/or licensing regime

2.17. Chapter - Appendices

- All the appendices that are presented in the complete document of the business plan should be listed, and the text of the business plan should contain a reference to the said appendices.

Part 2 – Presentation Structure and Content

The presentation is made in PPT format and should not exceed 20 slides, the presentation must include:

1. Cover
 - Beneficiary;
 - Field;
 - District, region;
 - Total cost of the project

2. Project description and financing structure (the structure means agency co-financing, loan and own participation):
3. Structure of owners and key personnel - key personnel max 2-3 people (who are really key) and one sentence about their experience;
4. Description of the final product/service and target market.
5. Calculation of zero profit (zero profit point - by indicating the quantitative and monetary data of the produced products/services. Planned sales volumes and in what period it goes to zero according to plan;
6. Brief analysis of target market volume.
7. Description of the grocery base and additional services
8. Profit without source of loss - slide (if it is possible to distinguish it, and if the percentages are visible, it is possible in parts, or a shortened version if the main moments are visible)
9. Mandatory Ratios.
10. Additional slides.