## Today’s Participants

### Panelists

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Duane P. Donner II</td>
<td>Founder/Managing Partner</td>
<td>Founders Advisors</td>
</tr>
<tr>
<td>Jay Hein</td>
<td>Co-Founder/President</td>
<td>Sagamore Institute</td>
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<tr>
<td>Chase Carroll</td>
<td>Management Consultant</td>
<td>Karisimbi Business Partners</td>
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### B2R Scholars

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
<th>University</th>
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<tbody>
<tr>
<td>Patrick Rukundo</td>
<td>Analyst at FA</td>
<td>Graduate of West Virginia</td>
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<tr>
<td>Benon Mugisha</td>
<td>Junior at Samford</td>
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East African Community Growth

- The East African Community (EAC) is the regional intergovernmental organization of the Kenya, Uganda, Tanzania, Burundi, Rwanda and South Sudan with its headquarters in Arusha, Tanzania.
- Through a stable political environment and favorable business climate, the East Africa Community has been the fastest-growing region on the continent over the past decade with growth expected to continue over the next 30+ years.

![East Africa Community Population Chart]

![Consumption Growth Chart]
Rwanda at a Glance

Rwanda in the heart of Africa

Key Facts

<table>
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<th>Capital</th>
<th>Kigali</th>
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<td>Population</td>
<td>11.9 million (&gt;2X the population of Alabama)</td>
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<td>Nominal GDP</td>
<td>8.3B (~1/7 the size of Birmingham)</td>
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<td>GDP Growth</td>
<td>6.6% (2016)</td>
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<td>Literacy Rate</td>
<td>71%</td>
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<td>Major Religions</td>
<td>Christianity (93.6%), Islam (4.6%), Irreligious (1.8%)</td>
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<tr>
<td>Major Languages</td>
<td>Kinyarwanda, English (Education Language), French, Swahili</td>
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<td>Area</td>
<td>10,169 sq. miles (~1/5 the size of Alabama)</td>
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Rwanda’s Business Environment: By The Numbers

- 1st to do business in continental Africa: World Bank
- 7th Most Efficient Government: World Economic Forum
- 9th World’s safest country: World Economic Forum
- 12th Fastest growing economy: World Bank
- 64% Women in Parliament: Inter-Parliamentary Union

Rwanda’s development success over last 2 decades

- Rapid Economic Growth and Macroeconomic Stability
- Rule of law, security and anti-corruption gives competitive advantage
- Inclusive development model
- Significant poverty reduction and reduced inequality
- Dramatic increase in access to services: Health, Education, Financial inclusion
The government also established a new driving force to boost the economy and transform Rwanda to a middle-income county by 2020 emulating the Asian Tigers model.

The objectives of the vision were: macroeconomic stability and wealth creation to reduce aid dependence, structural economic transformation, and creating a productive middle class fostering entrepreneurship.

Like most Asian tigers, Rwanda has been working on becoming a desirable destination for foreign direct investments.

Bridge2Rwanda (B2R), a U.S. nonprofit, was formed ten years ago by a network of Rwanda’s international friends to help accelerate growth by encouraging foreign direct investment and expanding the number of globally educated Rwandan professionals.

Karisimbi Business Partners (KBP) is a management consulting, operational management, and investment services firm focused on mid-market enterprise development based in Rwanda.

Founders Advisors (FA) is facilitating a Rwanda business incubator by researching and developing business ideas with B2R scholars concurrently attracting investors and raising capital for business opportunities.

Founded in 2009 by Scott Ford, former CEO of Alltel, Rwanda Trading Company and its parent Westrock Coffee is a globally integrated coffee business and one of Rwanda’s largest coffee exporters.

Provides jobs to more than 250 Rwandans and a reliable partner to over 70,000 Rwandan and Tanzanian coffee farmers.

Founded in 2013 by Donnie Smith, former CEO of Tyson Foods, Zamura Feeds & Farm produces, sells and distributes animal feed for a variety of livestock.

Significantly improved farm output and increased poultry production by Rwandan smallholder farmers.
Section I: Bridge2Rwanda
Africa’s First “Lion” Economy
1) Foreign Direct Investment
2) Human Capital Development
About Bridge2Rwanda

- **Preparing African students to compete, serve, and lead extraordinary lives**
  - Bridge2Rwanda (B2R), a U.S. nonprofit, was formed ten years ago by a network of Rwanda’s international friends to help accelerate growth by encouraging foreign direct investment and expanding the number of globally educated Rwandan professionals.
President Kagame forms Presidential Advisory Council (PAC) and Bridge2Rwanda formed

RTC/Westrock Coffee formed

2007

2009

Bridge2Rwanda Scholars Program launched

2011

2012

Zamura Feeds formed

2013

2014

First B2R Scholars graduate from university

2016

B2R Scholars expands to other countries, boarding and summer internships

Acacia Accounting launched
B2R Scholars

Results

175 Scholars to date have earned over $42 million in scholarships

$13,000 Investment cost per student generates $250,000

95% of B2R scholars are on track to graduate within 4 years

Sample Schools

Stanford University
PRINCETON UNIVERSITY
Yale University
HARVARD UNIVERSITY

Sample Schools

Texas Christian University
Columbia University
University of Chicago
Massachusetts Institute of Technology

Sample Schools

SAMFORD UNIVERSITY
WHEATON
GORDON COLLEGE
ACU

Sample Schools

BIRMINGHAM SOUTHERN
U.S. AIR FORCE ACADEMY
SEAS COAST GUARD ACADEMY
NAVY ACADEMY

Results

30 Scholars in all 8 Ivy League Schools

29 Scholars in 6 private Christian Universities

3 Scholars in 3 U.S Military Academies
B2R Scholars Pipeline

- After graduating from top U.S. and European universities with practical degrees, B2R Scholars commit to return to Africa upon graduation to launch their careers and fulfill their promise to lead and serve.
- With an increasing number of graduating scholars, there is a robust pipeline of scholars.

SCHOLAR MAJORS

- Business/Economics: 45%
- Engineering Technology: 25%
- Healthcare: 18%
- Public Service/Social Work: 12%

GRADUATION PIPELINE

- In Gap Year
- In School
- Graduated

Today
Section II: Business Opportunities
I. Research:
- Conduct analytical research on sectors of interest in Rwanda
- Identify government funds related to sector of interests
- Leverage boots-on-the-ground through Karisimbi

II. Diligence:
- Perform business diligence with Rwandans and industry experts
- Perform financial analysis and build financial projection model

III. Funding:
- Build investor materials
- Present different investment structures
- Mobilize capital and personnel to launch businesses

IV. Business Launch:
- Build teams successful and provide jobs for young Rwandans
- Provide strategic and operational support to businesses

On-going Process to Continue to Develop Prosperous and Sustainable Businesses
Sectors of Interest

Rwanda’s High Priority Growth Sectors

Hospitality and Tourism

Housing and Construction

Agriculture and Food Processing

Information Communication Technology (ICT)

Light Manufacturing (high value per kilo)

Professional, Business and Educational Services
Strategic Planning & Business Analysis
- Strategic & Business Planning
- Prioritized Action Items
- Schedule & Resource Allocation Plans
- Operations & Supply Chain Management

Interim Management & Capacity Building
- Long-term Operational Oversight
- Board-level Participation
- Coaching and Training
- Performance-based Compensation Plans

Financial Management & Investor Services
- Merger, Acquisition and Strategic Partnership
- Finance Strategy and Planning
- Investment Search, Evaluation and Management
- Feasibility Study, Due Diligence and Negotiation
Massive opportunity to improve health care delivery, increase transparency in the sale and distribution of pharmaceutical goods and reduce costs for low income groups

Expansion into high margin wholesale distribution, allowing Company to serve hospitals, clinics, retail pharmacies, aid organizations and NGOs

Low level of existing commercial debt

Currently operates 3 locations based in Kigali and plans on expand across the entire country

There are over 7,000 registered trucks in Rwanda, each vying for individual jobs and regularly sitting idle. This causes transport costs in East Africa to account for a 40% premium on goods, a figure of only 2-3% in the U.S. These issues were present in the U.S. and Europe two decades ago, but recent developments have created highly-efficient and profitable markets. Specific opportunities include: Using $50,000 seed investment and without publicity or marketing, the Rwandan Logistics Company was created in the MIT logistic incubator program, has worked with Karisimbi for about a year and has brokered more than 1,000 deliveries since mid-2016, achieving $200,000 in gross revenue

The Rwandan Natural Oils Company appears to be the largest producer of Moringa oil in Africa and the first in the world to produce Wild African Calabash oil. 15 MT of oil sold since inception, equally approximately $500,000 in revenue 1,500 out-grower farmers, covering a total of 40 Ha and growing 35,000 Moringa trees. These farmers are largely segmented into organic associations, and certification will be achieved in mid-2018

Tripling of production capacity since 2012

Largest client is The Body Shop

Retail Cosmetics
Commercial Meat Processor
Hygiene Retail and Delivery
Section III: Conclusion and Next Steps
Opportunity and Next Steps

Support Early Stages of Business Development Process

- Participate in identifying and vetting opportunities
- Help fund practical business training for select scholars
- Provide technical and business advice from your area of expertise

Visit Rwanda

Unique Opportunity to Combine a Business Trip and Mission Trip with a Vacation

- Business Trip
  - Visit operating businesses & Meet business owners in Rwanda
  - Put Context to business opportunities and due diligence

- Mission Trip
  - Help promote and develop B2R vision God-centered servant leaders
  - Help in creating opportunities for business as mission

- Vacation Trip
  - Numerous activities unique to Rwanda such as Silverback Gorilla Trekking and Safari at Akagera National Park, Genocide Memorial visit, and cultural history of Rwanda
Sample Itinerary

➢ Arrive in Kigali, Rwanda

Day 1
- Visit Rwanda Genocide Memorial
- Lunch with B2R Scholars/Visit 2BR Training Center

Day 2
- Visit to Karisimbi Business Partners for investor Presentation and Q&A
- Field visit of 2-3 KBP investments
- Depart for Musanze stop by Zamura Feed

Day 3
- Gorilla Trekking
- Visit Cultural Village and Cultural Dance Troup at Virunga

Day 4
- Return to Kigali
- Meetings with RDB/Government
- Overnight in Kigali

Day 5
- Depart for Rwamagana
- Safari at Akagera National Park
- Boat Ride on Lake Ihema

Day 6
- Return to Kigali
- Devotional/ Fun activities with B2R Students

➢ Depart from Kigali Airport
Conclusion

- An amazing and enjoyable opportunity to be involved in helping build a country from the ground floor that will influence the continent Africa for decades to come through Rwanda’s vision and Bridge2Rwandas leadership development model.
- Use your talents and gifts to make a meaningful Kingdom and Social impact with a high ROR.

Unique Opportunity for Triple Bottom Line Experience

1. Meaningful
   Opportunity to personally influence the continent of Africa by investing in young servant leaders who will lead and influence the new Africa that is being developed in Rwanda and Eastern Africa Community

2. Spiritual
   Witness first hand the power of forgiveness and reconciliation that transformed a nation after the Genocide of 1994. Observe how B2R trains and disciples it students as servant leaders to fulfill the divine call to be a driving force in God’s transforming work in Rwanda.

3. Memorable
   Meet great people who will be the future leaders of Africa. Experience the beauty and uniqueness of Rwanda to include an amazing landscape and climate. World renown wildlife experience with Silverback Gorilla trekking, Akagera Game Park Safari.
Appendix: Cuisine

- Rwandan food is neither spicy nor hot. People eat simple meals made with locally grown ingredients. The Rwandan diet consists mainly of sweet potatoes, beans, corn, peas, millet, plantains, cassava, and fruit.

- A traditional breakfast consists of sweet potatoes and porridge. Lunch and dinner may consist of boiled beans, bananas, sweet potatoes or cassava. Umutsima (a dish of cassava and corn), isombe (cassava leaves with Eggplant and spinach) and mizuzu (fried plantains) are common dishes. Dinner is the heaviest meal.

- Between meals, Rwandans often snack on fruits. Tropical fruits such as avocados, bananas, mangos, pineapple, and papaya are abundant in Rwanda. Roadside vendors in urban areas sell roasted corn and barbecued meat.

- Rwanda offers also a blend of Asian, Chinese, Western and European food found at most hotels and restaurants.

- There are many options for the more picky eater to include good ole American food at top hotels to include the Marriot in Kigali.
Appendix: Accommodations
Appendix: Attractions
Appendix: Akagera Game Park