BRIDGES FOR ENTERPRISE

Bridges for Enterprise

Acceptance Letter

Dear BANTUBUMI,

We are pleased to inform you that BANTUBUMI has been accepted into the Bridges for Enterprise (BfE) Incubation Programme.

At BfE, we support entrepreneurs who take on bold initiatives that catalyse change in the communities they wish to serve. We are glad to have you in our programme and hope that this will help you gain further traction in growing your business.

Enclosed with this letter are the *Programme Introduction* and *Terms of Agreement*. These documents will inform you in greater detail about the BfE Incubation Programme and the relevant logistics. To confirm your participation, please read them in detail and send a signed copy of the *Terms of Agreement* to startup.recruitment@bridgesforenterprise.com.

Yours sincerely,
On behalf of Bridges for Enterprise,

Isabelle Lau Jing Yi
Startup Recruitment Director

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Incubation Programme Introduction

This Incubation Programme Introduction contains important information for the startup engaging with Bridges for Enterprise. ***Please read this and sign the Terms of Agreement attached to this document.***

About Bridges for Enterprise

Bridges for Enterprise (BfE) is an international non-profit organisation that empowers social entrepreneurs. At BfE, we believe that bottom-up, innovative solutions developed by entrepreneurs are some of the most effective ways to tackle challenges in local development, and we hope that students can be part of the movement in catalysing social change. Led by a team of committed students and young professionals, BfE offers the Incubation Programme to startups that have the potential to create lasting impact in their communities.

About the BfE Incubation Programme

The BfE Incubation Programme is designed to help social enterprise startups (1) improve their business model, (2) approach financing opportunities, (3) understand the legal landscape relevant to their business and (4) improve the technical foundations of their offerings and operations. It is offered on a pro-bono basis each year to startups accepted into the Programme. Startups applying for the BfE Incubation Programme are screened on a rolling basis throughout the year. Since our establishment in 2015, we have empowered more than 90 startups from over 30 countries across the world.

Programme Overview

There are 4 offerings for startups joining the BfE Incubation Programme: Consulting, Finance Advisory, Legal Advisory and Technical Advisory. The programme runs as follows:

1. **Acceptance into BfE Incubation Programme**: Programme introduction and signing of terms of agreement with our BfE Startup Recruitment team.
2. **Guaranteed engagements:**
    a. **Consulting**: All startups begin with a Consulting engagement. You will be put in touch with a student consulting team from one of our five student-led chapters that will research a specific area of business strategy under the mentorship of a professional.
    b. **Finance Advisory**: The Finance Advisory engagement follows from the Consulting engagement. You will receive tailored advice that helps you better position your business to potential investors. This will be provided by the BfE Finance Advisory team and assisted by a professional mentor.
3. **Optional engagements**: You may opt to take up Legal Advisory or Technical Advisory engagements, which can run in parallel with Consulting or Finance Advisory engagements.
    a. **Technical Advisory**: You may request support on technical strategy or technical improvements on existing product prototypes or business operations. The BfE Technology team will interview you to determine if BfE has the technical capabilities to support the project and will assign a team of students and/or an industry mentor with relevant expertise to deliver the project.



6. **Programme completion:** You will receive a certificate of completion and be invited to join the BfE Startup Alumni community. This will enable you to receive periodic updates and resources. More information on our post-programme offerings can be viewed here.

As BfE's focus is on supporting social entrepreneurs who have limited access to resources and professional support, the BfE Accelerator Programme is provided on a pro-bono basis. BfE does not charge any fee, retain any benefits or take any equity stake in your business.

Engagement Details

Consulting Engagement (guaranteed)

After acceptance into the BfE Programme, BfE will pair you with a student consulting team (i.e. a group of student consultants, who can be members of or independent of BfE) that will develop strategic advice in a key business area in consultation with you. These key business areas could include marketing, revenue model, supply chain, market competition, and product distribution, among others.

The mandate of the student consulting team is to refine your startup's business strategy. They will consider your business as a whole, identify strategic priorities and then offer recommendations. You should identify an area for which you require such a consulting service, which will help the student consulting team to define the scope of the project. These details will be set out in a *Consulting Project Brief* issued by BfE, which will also specify an end date for the Engagement. By the end date of the Engagement, the student consulting team will prepare a written report and present the findings to the startup via an online call, with a BfE representative present on the call.

The Consulting Engagement typically lasts 3-4 months and follows a clearly structured framework. Under this framework, the student consultants will communicate frequently with the startup to understand and identify key issues relating to the Engagement. The student consultants proceed with further research to develop strategies in response to the situation. Each Engagement is guided by a mentor, a professional consultant with years of industry experience, to provide feedback to student consultants and as well as to advise the startup directly.

Finance Advisory Engagement (guaranteed)

Startups that have completed the Consulting Engagement and wish to start looking for investors or applying to grants will be prepared to approach financing options through the Finance Advisory Engagement.

The Finance Advisory Engagement period follows a structured framework and typically lasts 3-4 months. Under this framework, the BfE Finance Advisory team will first seek to understand the funding needs of the startup, and proceed to research suitable funding opportunities. At the end of the Engagement, the BfE team will provide concrete recommendations that help the startup approach different sources of funding. Each Finance Advisory Engagement is guided by a finance professional, who will provide industry experience and insights into financing the startup.

Technical Advisory Engagement (optional)

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The Technical Advisory Engagement offers technical advice to startups on products, infrastructure and/or utilisation of information technology. This may take the form of research on tech strategy (3-month engagement) or tech-based refinements on existing product prototypes and business operations (6-month engagement). The team **does not** help startups build core products from scratch or build products that the startup cannot maintain once the Engagement ends.

Startups should indicate their interest in a Technical Advisory Engagement on this form. They will then undergo an interview with the BfE Technical Advisory team, which will assess the feasibility and suitability of the proposed project. If accepted, a team of students in technical fields and/or an industry mentor with relevant industry expertise will deliver the Engagement. The Engagement may run concurrently with Consulting or Finance Advisory Engagements.

Programme Logistics

Estimated Timeline

Acceptance into BfE Incubation Programme	Aug 2025
Consulting Engagement	Aug-Dec 2025
Finance Advisory Engagement	Jan-Apr 2026
Estimated Programme completion	May 2026

This timeline is subject to change, depending on the progress of the startup.

Points of Contact

BfE Team	Type of issues	Contact email
Startup Recruitment	General programme-related info	startup.recruitment@bridgesforenterprise.com
Consulting	Consulting Engagement and feedback	consulting@bridgesforenterprise.com
Finance Advisory	Finance Advisory Engagement and feedback	finance.advisory@bridgesforenterprise.com
Legal Advisory	Legal Advisory Engagement and feedback	legal.advisory@bridgesforenterprise.com
Technical Advisory	Technical Advisory Engagement and feedback	technical.advisory@bridgesforenterprise.com
Startup Alumni	Any issues after completion of BfE Incubation Programme	startup.alumni@bridgesforenterprise.com

Should there be extenuating circumstances that require adjustments to the Programme timeline or Engagements such as postponement, lengthening or shortening of an Engagement, BfE will consider them carefully and make appropriate adjustments on a case-by-case basis.

Expected Commitment from Startup

BfE strives to provide resources to entrepreneurs who can benefit the most from the Incubation Programme. Should you or your team be unresponsive at any point during any Engagement (e.g. not respond to emails or other means of contact) to BfE or BfE's partners for 7 days, BfE may suspend all services to you. Your participation in the BfE Incubation Programme may then be terminated upon written notice.

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Termination of Programme

BfE reserves the right to terminate the Programme and all programme offerings to any startup at any point in time by issuing a written notice to the startup. The startup can also quit the BfE Incubation Programme upon giving written notice to BfE.

Confidentiality and Liability

BfE, inclusive of BfE's members, partners and mentors, is not liable for any loss or damage incurred by the startup at any point in time.

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Bridges for Enterprise Incubation Programme

Terms of Agreement

1. This agreement confirms the basis on which Bridges for Enterprise (hereinafter referred to as 'BfE') – inclusive of BfE's members, partners and mentors – provides services to **BANTUBUMI** (hereinafter referred to as 'client') to avoid any misunderstandings of our respective responsibilities.

2. BfE will provide services to the client as set out in the *Programme Introduction* to which this agreement is attached.

3. All services are provided free of charge by BfE. BfE will not accept, handle, or hold money on behalf of the client.

4. BfE regards providing a high standard of service as extremely important. If the client has any ideas as to how the BfE Incubation Programme can be improved, BfE would welcome any suggestions and feedback. BfE will consider every complaint carefully and promptly and do all it can to explain its position to the client and address relevant concerns.

5. BfE may request information from the client so as to provide the best possible service. If the client does not respond satisfactorily or in a timely fashion (within 7 days) to BfE's messages, BfE may be forced to pause its services until BfE receives the required information. If the required information is not received within 30 days, BfE reserves the right to end the programme engagement with the client and terminate the provision of all BfE services. BfE will only do so after written notice.

6. All information received from the client during the engagements pertaining to the client's business activity not in the public domain at any time will be kept strictly confidential, and only circulated between BfE and its programme partners. BfE will seek the client's permission in advance of providing any third party external access to this information, should access be required. Nothing in this agreement will prevent BfE from making any disclosure of the information received as required by law or by any competent authority.

7. The statements, analyses, calculations, product prototypes or other deliverables received by the client from BfE are based on information provided to BfE by the client, or on behalf of the client, and shall be used for general information only. The deliverables are provided to the client without warranty of any kind, express or implied, including but not limited to the warranties of merchantability, fitness for a particular purpose and noninfringement.

8. BfE does not have complete insight into and control over the correctness of data provided to BfE. Hence the use of BfE's advice or deliverables is subject to actual business conditions such as, but not limited to, cost and quality of raw materials and infrastructure, market conditions, specific regulation requirements, effective quality control and oversight, or other factors that may affect the basis on which analysis was performed during the BfE Incubation Programme. BfE does not have the capacity nor authorisation to test any technical deliverables offered to the client in accordance with the local regulations applicable to the client. While the technical deliverables the client received from BfE are believed to be based on sound judgement and established principles, they shall not be deemed appropriate or relied upon for any specific application or project without independent verification and assessment of suitability by the client, or another party acting in similar capacity, as stipulated by the authority having jurisdiction.

9. BfE grants permission to the client to use, copy, modify, merge, publish, distribute, sublicense, and/or sell copies or parts of BfE's deliverables, under the capacity of the company with which the

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client entered the BfE Incubation Programme. BfE forgoes copyright or rewards associated with these deliverables.

10. BfE is permitted to take audio recordings of meetings held online or in person to facilitate the meeting process. These recordings will solely be used for the purpose of the engagement and immediately destroyed once the engagement ends.

11. BfE may support the client with further advice upon completion of the BfE Incubation Programme. However, such advice is given only on a voluntary basis and subject to conditions such as but not limited to the availability of BfE's members, partners and mentors. There is no obligation for BfE to provide any services to clients once they have completed the Programme; while BfE will do its best to provide long-term support within its capacity, the client should not expect to receive lifelong support from BfE.

12. By signing this agreement, the client acknowledges that BfE – inclusive of its members, partners and mentors involved in any fashion throughout the BfE Incubation Programme – shall not be liable for any direct or indirect loss or damage or liability, whether in contract, tort, pursuant to statute, insofar as exclusion from liability is permitted under any statute which the client may otherwise make a claim, or pursuant to any other claim the client may seek to make, whatsoever and howsoever sustained or incurred by the client or any third party, arising from, out of or in connection with the deliverables provided by BfE to the client, and the client agrees to release BfE – inclusive of its members, partners and mentors – from any such claims.

13. The client acknowledges that BfE – inclusive of its members, partners and mentors – will rely on this agreement as a bar to any proceedings that the client may seek to bring against them.

14. This agreement will remain effective from the date of the signature until it is replaced by a subsequent agreement.

15. The law of England and Wales will govern this agreement.

We confirm that we have read and understood the contents of this letter.

Signed: **ENDRA MARSUDI, Founder & CEO** Date: 15 August 2025
On behalf of BANTUBUMI