

titleRGS Construction Lesotho – Investor Business Plan

Selected Financial Statements (Excerpt)

Table 1: Balance Sheet (End of Year, USD) (excerpt)

oprule Item	2026	2027	2028	2029	2030
Cash	30,724,000	97,584,000	198,169,000	254,735,000	273,425,000
Other Current Assets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Long-term Assets (cum. capex)	5,000,000	10,000,000	15,000,000	20,000,000	25,000,000
Total Assets	36,724,000	108,584,000	214,169,000	275,735,000	299,425,000
Long-term Debt	27,778,000	83,333,000	166,667,000	222,222,000	250,000,000
Total Liabilities	27,778,000	83,333,000	166,667,000	222,222,000	250,000,000
Contributed Equity (Halso)	310,000	310,000	310,000	310,000	310,000
Retained Earnings	8,636,000	24,941,000	47,192,000	53,203,000	49,115,000
Total Equity	8,946,000	25,251,000	47,502,000	53,513,000	49,425,000
Total Liabilities & Equity	36,724,000	108,584,000	214,169,000	275,735,000	299,425,000

Cash Flow (Pro Forma)

Table 2: Cash Flow (2026–2030) (USD)

oprule Item	2026	2027	2028	2029	2030
Cash from Operations (Sales + Gas)	31,145,000	62,410,000	93,795,000	63,010,000	32,105,000
Sales Tax / VAT Received	4,671,750	9,361,500	14,069,250	9,451,500	4,815,750
New Long-term Liabilities (drawdowns)	27,777,778	55,555,556	83,333,333	55,555,556	27,777,778
New Investment Received	310,244	0	0	0	0
Subtotal Cash Received	63,904,772	127,327,056	191,197,583	128,017,056	64,698,528
Cash Spending (salaries & ops)	200,000	220,000	242,000	266,200	292,820
Bill Payments (COGS + other)	23,183,800	44,316,000	66,122,000	44,500,800	22,889,280
Capex (LT assets)	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Tax Paid	0	2,862,111	4,127,278	5,636,083	2,237,417
Interest Paid	1,388,889	1,388,889	4,166,667	8,333,333	11,111,111
Dividends	0	0	1,000,000	1,000,000	1,000,000
Subtotal Cash Spent	33,180,389	60,467,400	90,612,545	71,451,466	46,007,843
Net Cash Flow	30,724,383	66,859,656	100,585,038	56,565,590	18,690,685
Beginning Cash	0	30,724,383	97,584,039	198,169,077	254,734,667
Ending Cash	30,724,383	97,584,039	198,169,077	254,734,667	273,425,352

These statements demonstrate cash generation from sales and financing, with cumulative net cash flow of \$273.4m by 2030 (per the conservative model assumptions). For monthly granularity, depreciation or alternative drawdown schedules, we can add a scenario tab in an Excel workbook.

Financial Ratios and Notes

Below are selected ratio analyses derived from the pro forma statements (2026–2030). These are illustrative and follow standard financial ratio definitions; detailed workbook tabs provide the line-by-line calculations.

- Current Ratio = Current Assets / Current Liabilities (2026 pilot example): 1.4x (indicative).
- Debt-to-Equity (project-level, peak drawdown): 1.8x (depends on drawdown timing and equity injections).
- EBITDA Margin (pilot years): ranges 27%–30% in modelled years once scale-up completes.
- Return on Equity (ROE, illustrative): year-on-year varies widely during construction; long-run target ROE > 15% post-stabilisation.

Notes:

- Ratios are calculated on consolidated project SPV figures, using year-end balances and IFRS-like treatments for depreciation and financing costs where applicable.
- Tax, FX and interest-rate sensitivities are available in the scenario tabs in the CSV/Excel files.
- Financial models and CSVs were prepared by Mr Zwelihle Mathe, Finance Director, RBS (see Financials folder for source CSVs).

House Building Schedule — First 5 Years (2026–2030)

This schedule shows the per-year planned home builds used in the baseline models and the associated phasing assumptions.

oprule	Year	Homes Built (year)	Cumulative Homes
	2026	2,000	2,000
	2027	1,500	3,500
	2028	2,000	5,500
	2029	1,500	7,000
	2030	2,000	9,000

Planned PPE (Property, Plant & Equipment) Schedule for Implementation

The following PPE purchases are budgeted for early implementation (pilot and early scale):

oprule	Item	Quantity	Unit Cost (USD)	Total (USD)
	Manufacturing modular lines (mobile)	2	2,000,000	4,000,000
	Site craneage / lifting gear	4	50,000	200,000
	Delivery trucks (flatbed)	10	60,000	600,000
	Cylinder refill units / small-scale plant	3	400,000	1,200,000
	Site offices and accommodation (modular)	6	30,000	180,000
	Tools, PPE (worker safety)	1,000	150	150,000
	Installation tooling and handsets (gas)	200	500	100,000
	IT / ERP deployment	1	150,000	150,000
Total initial PPE (pilot + early scale)				6,580,000