



Annual Letter To Our Shareholders

January 2021

The opportunity

The African opportunity has been discussed at length with both excessive exuberance and persistent pessimism. Neither captures the essence of what is occurring on the continent. Fundamentally, the burgeoning opportunities are being driven by ordinary people, their higher aspirations, hopes for their children, and steely resolve to escape the fate of being third class human beings in the community of nations. It is organic, distributed, progressive, compelling, and unstoppable. Politics responds to it, but it does not control it. And the internet and related communication technologies have been pivotal in empowering this movement. Over the coming years we will witness the rapid and accelerating uptake by Africans of digitally delivered solutions across virtually all areas of life. Customer centricity, practicality, functionality, ease of use, and attractive economics will separate the winners and losers in this multi-tiered, multi trillion-dollar market opportunity.

Mr Mak is positioned to fulfil a number of these needs, and to empower, enable and assist other participants to make a contribution to this revolution, and reap significant financial rewards. We will not be perfect. Mistakes are inevitable. But our deep roots in the continent, our understanding and love of this land and its diverse people, our long and proven track record in education and business, and our technical capabilities, make us well placed to make a profound contribution to this swelling flood.

How we will execute

We have begun with business education. This gives a focus and clarity to our offering, together with commercial and financial sustainability. But we will rapidly move to fill the opportunities in the broader education ecosystem as our capabilities allow. Ultimately, we shall offer a cradle to grave solution. We will execute with three-pronged rigour, Focus! Discipline! Action! (FDA!). Acutely aware of the resource limitations in our targeted markets. In transforming the African education landscape, we will deliver high quality offerings to the most impoverished and marginalised communities in the world. Our emphasis will be on learning by doing!

At Mr Mak we have extremely high expectations of learners. And shall implement the most rigorous academic standards in the world. Anything less is inadequate for the gap that has to be made up between our continent and developed nations.

If we execute well, and offer an irresistible proposition to our users, this will allow Mr Mak to evolve into a broader platform. Specifically, it will become a compelling e commerce enabler and

ecosystem for African citizens, businesses, entrepreneurs, and other stakeholders. And organically provide media and entertainment content enriching the core educational offering.

Partners and stakeholders

The provision of quality universal education is an imperative of any progressive and compassionate society. As such it frequently requires the input of multiple stakeholders and partners. These include but are not limited to students, learning institutions (teachers, administrators, regulators), businesses, consumer groups, and governments. We will collaborate, partner, and work with all progressive stakeholders in serving our markets, and achieving our goals. The urgency of our mission also dictates that we act with speed, decisiveness, and where necessary, unilaterally.

Customer Centricity

Our ultimate customer is a "Maksta". A Maksta is driven, proactive, disciplined, and an ambitious learner. A Maksta desires to improve their life. Is a striver for excellence. Is drawn to a BIG life. And a Maksta is willing to pay the price! For this customer, we will move the world and beyond, to deliver an excellent and compelling product and service. A counterpoint to the exceptional standard we have set ourselves: we will not be distracted by the inexhaustible demands of the unambitious, the mediocre, the cynical, the indifferent, or those with a sense of entitlement. That is not the market we serve! We seek to feed mindsets, to renew thinking, to motivate and inspire, to support aspiration, self development, growth, hard work and achievement. To dream BIG dreams! Accordingly, our pass mark on Mr Mak will be a minimum of 60%.

It's All About the Long Term

Our foundational hypothesis is premised on a wealthier, growing, buoyant, and increasingly developed African continent. This journey will not be linear. There will be incredible advances. Punctuated by significant setbacks. Our platform is predicated on what the character and content of the African continent is in 2050. And we will plan, position and execute with the year 2050 and beyond in mind. There will be more opportunities available to us than we have the capacity to execute. We shall seek to select and execute on the most compelling opportunities across our core operations, namely, education, media and entertainment, and e commerce. Our services and product offerings will be determined by this long-term view, integrated dynamically with our customer needs. The 'Mr Mak Way' to prioritising content, business opportunities to be pursued, and strategic decision making, is a classical approach. Like an enduring movie, with resonance, relevance, and applicability 40 years after it was released ('The Godfather').

Financially this will practically translate into four key decision-making pillars:

1. Re-investment will be prioritised over dividend distributions
2. Medium to long term consequences will be prioritised over short term decision making
3. Mr Mak will be profitable/break even from Year One. This will ensure Focus, Discipline, and Sustainability. And a lean cost culture resonant with the limitations of our customers.
4. Cash flow generation and retention will be our primary financial focus. IFRS/GAAP and related standards will be secondary.

Operational Execution

People

Hard things are hard. And what we are building at Mr Mak will arguably be one of the hardest human endeavours in the 21st century. It is also likely the most noble. Our employees are expected to work hard, put in long and extended hours, and execute smartly. That is the norm, and not an occasional state of affairs. An employee at Mr Mak must be self-driven, motivated and mature, have the capacity to resolve problems, work with urgency, clarity and direction, and be a fully engaged team player. Intellectual and professional capacity, together with competence and integrity, are entry level hygiene factors. Each incremental employee must increase the operational quotient of the firm. If they do not, we will not hire them. Self-glorifying and ego driven employees will be transitioned out of the organisation. Big ambitious thinkers, with the ability to plan, co-ordinate, communicate clearly, work in teams, and execute effectively, will find conditions within which they can thrive.

The company appeals to those who authentically seek to serve a bigger purpose. A purpose that is biased towards the poor and marginalised. That will outlive them and make a dent in the universe. Servant leaders, not coy about their capabilities, and with an instinctive bias towards action. Our mantra in our work is always Focus! Discipline! Action!

We make these demands of all employees.

1. The customer is ALWAYS first.
2. 110% candour and two-way communication. Constructively, to build as opposed to tear down, to propose solutions rather than pointing out problems. To know where you stand in the view of the organization. To have the space to advance grow and enjoy increasing trust and responsibility when you perform and execute. And to be transparently transitioned out of the organisation where performance and capabilities are short of excellent.
3. Excellence in All that we do! Excellence is our DNA, our culture, our approach to life, and our expectation. And excellence is greatly in demand!

The opposite of excellence is not the bad. It is the mediocre. Mediocrity will not be tolerated. And at Mr Mak you will be surrounded by people of excellence from whom you can learn, and produce excellent work.

Product/Service

At their core, our products and services simply seek to solve a problem or a need. And they do this seamlessly, elegantly, effectively and in a captivating manner, delighting the customer. The financial rewards will flow from providing such compelling solutions to customer problems and needs.

Process

Our processes and systems are designed and updated to be enablers of employee and business performance. We seek to provide a flexible skeletal framework that creates the platform for teams to plan, execute, and collaborate off a common platform, and agreed upon assumptions. Systems and processes facilitate our ability to execute at scale. And our systems and processes must work for our employees and our organization, and not the other way around. Systems and processes will be changed, modified, and tweaked according to employee input and practical execution requirements. Because employees determine and influence the systems architecture and processes, these cannot be used as an excuse for failing to execute excellently on goals. Our

processes and systems enable. Ultimate accountability to execute and meet goals and deadlines remain with the management team and relevant employees.

Infrastructure

It is an essential competitive advantage, and commercial imperative, that we own and control the interface with our customers. To this end our platform has been launched with an architecture, functionality, and ease of use that markedly differentiates it from our competitors and peers. Controlling the client interface allows us to be customer centric, more agile in our response to customer needs, and to control the value chain of our service and product offerings. It also enables our customers to receive a quality, curated, and familiar approach in the multiple channels within which we dispense our offering. Our overall IT platform is more customer centric, user friendly, simple, and engaging than our competitors. Based on some critical self-analysis, we would describe our IT infrastructure platform as very good. There are however significant enhancements and improvements that are already documented and planned to move us from very good, to excellent in our launch year. Excellence will be approached when we delight our customers, and integrate enabling cutting edge technologies that further support, and enrich the learning experience. Our IT infrastructure is premised on our business model. This variously includes global scalability, and software as a service consideration.

Goals for 2021

We have set ourselves a series of challenging goals in 2021. These have been prioritised and distilled to the following key objectives:

1. Integrating AI and related technologies into our platform functionality
2. The establishment and development of pre-identified strategic partnerships and collaborations
3. Expanding the capital base to enable greater strategic flexibility
4. Transitioning to a subscription service for our retail customers and
5. Geographical expansion in East and West Africa
6. Contributor and catalogue expansion
7. Strengthening and expanding the management and operational team with quality recruits

In the year 2050 we will look back to what we birthed in 2021. And if we have persevered and run the race faithfully, we will have proven our fidelity to our founding mission:

“Our mission is to give African people the tools to dramatically transform their lives through the power of education and business. In this way we will advance African livelihoods, create a new economic reality, and gently rock the world.”

Lets get to work!



David Makovah
Founder and CEO