



Mr. Enrico Baldassarri
Director
Accelerated Value Generation
10 Keurboom Crescent
Johannesburg

Wednesday, September 20, 2023

Dear Enrico

ADVISORY BOARD – ESSENTIALS PROGRAM

Once again thank you for the time you shared with us on our journey through the above program – it was immensely insightful and gave us many new perspectives on our group of companies.

The Tennant Group of companies comprises 9 operating units, including the largest medical shortfall Gap cover company in South Africa, three FAIS registered and regulated companies providing retirement fund administration, employee retirement benefit consulting, healthcare consulting and individual wealth consulting. We also have three separate companies that provide, Payroll, HR and general accounting and tax services. Finally, we have two companies involved with doctors practice billing, and factoring of surgeon's accounts. A pretty diversified group for which our objective is to grow to a valuation of R1 billion in the next five years, having already achieved the doubling of our size in the last three years.

Your Essentials Program has clearly put us on the right track to achieve our goals. What was most impressive about the program, was the starting point that got rid of the clutter and made us answer some very basic but extremely important questions about where (as a shareholder), our perspective of where the group is, its areas of success and also most importantly where we are failing. The program forced us to base answers on fact objectively. The result was an overall growth score that was derived from 20 metrics with a comparative per metric based on studies of a large number of other businesses. At this stage subjectivity was now no longer part of the equation.

You then took us through an analysis of the whole value chain, looking at inputs like our clients, suppliers Alliances and influences, Regulations, etc., and how what's in the business such as drivers, tools and functions are affected. We then looked at the resulting outputs of the business. This process analyzed 25 individual items in 5 areas. This was particularly insightful as it allowed us to identify the low hanging fruit, we could improve to achieve our goals. Breaking down the scores into 25 line items allowed us to create proper action plans in each area that we could delegate to the different managers.

But of course, under your guidance, we were then tasked to select three to five separate priorities which would be owned and monitored by our board. We identified the growth cycle of each of our entities, and then established the next level to which each entities revenue could grow, again from your extensive international research. These priorities were then aligned to typical strategic needs based on the growth cycles. We were then able to finalize action plans needed, and their allocation to the owner, the responsible person, the doers, and what experts and advisors would be needed.

At the end of your program, we had been able to objectively analyze our business, isolate the areas where we could most effectively improve over the next 12 to 24 months, and develop detailed action plans which can be monitored, controlled and implemented by different people in our group to maximize our success.



Enrico, on a personal note, your insightfulness and talent in taking us step by step through the process, pushing us to dig deeper has made a huge difference to our own thought processes, for which I thank you – it was a valuable program in every way.

I have no hesitation to recommend the Advisory Board Essentials program to any company.

Yours Sincerely

Steve Tennant
Group Managing Director.

Yours Sincerely

Paul Horsfall
Group Chief Executive