

More than money •

Using this playbook

Our portfolio playbook is the bible that guides Praetura Ventures and our more than money thinking. Everything you read in this book is everything that sets us apart from other VCs. It's our attitudes, our approach and our reputation for putting every founder, portfolio company and investor first.

More
than
money

The core principles of **more than money** •

Our focus, in every interaction with our founders,
is to be a positive influence on them and their business.



Our promise to our founders

We started Praetura because we know money alone doesn't make a business successful. It takes support, honesty and expertise from people who have lived it – more than money.

These three words form our promise to our founders. It's an ethos we follow each day and the sole reason we're able to help each founder we back build the best business they can.

Giving more than money makes us founder friendly

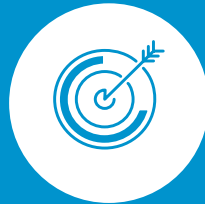
We've built a talented team around our more than money thinking. But to help our founders see its value, we need to do the following:



Make each founder the show star – regardless of returns



Be a positive influence



Help founders dream of bigger goals and achieve them



Earn founders' trust



Be their biggest supporter and most truthful critic



Add real value



Do no harm



TO MAKE
SOMETHING SPECIAL
YOU JUST
HAVE TO BELIEVE
IT'S SPECIAL

What more than money means to us

More than money means everything you think it does.

It's the extra mile or the complimentary add-on. Often, it's as simple as just giving a shit about our founders. That sounds obvious, but you'd be amazed how many investor and founder relationships break down through a lack of caring.

One of the easiest ways to demonstrate more than money is to simply live our company values – our core one being to:

“do the right thing with courage, authenticity and humility.”

But there are other steps we can all take to achieve this.



Putting more than money into practice

Our values are key but holding ourselves to more than money relies on us taking physical steps. Keeping these 10 actions front of mind will ensure we're giving more than money.



GOOD
VIBES
ONLY

Be a trusted sounding board

Our principal role as an investor in any business is to be a partner to the founders. And as a partner, it's our job to support them, help in any way we can, and make the difficult job of growing a business that little bit easier and more enjoyable.

There needs to be an unbreakable level of trust between us and the founders. Confidential information told to us must stay confidential. Information given to us to provide context to an issue or a problem must not be used against the founder in future discussions. Judgements must not be reached prematurely and we must assume that each founder is acting with good intentions and in good faith.

To be a trusted partner, we must also commit to being open, honest and authentic in every interaction with a founder. If we disagree with them, we must tell them and explain our rationale. If we think they are taking the wrong course of action on an important matter, we have a duty to discuss this openly.

But even if we respectfully challenge and disagree, once a decision has been made, we commit to it fully.

Share our mistakes and stay humble

As a business, we've failed to achieve our own targets.

We've missed budgets and pursued the wrong strategies. We've wasted money and let people down. We've recruited the wrong people and parted ways – at a great expense.

In short, we've made mistakes. But instead of hiding them from our founders, we should share them. That's how we build trust and that's how we give more than money.

Remember, there will be times when our founders are desperately disappointed and maybe even discouraged by failure. It's up to us to help them through each setback.

02



Show what great looks like

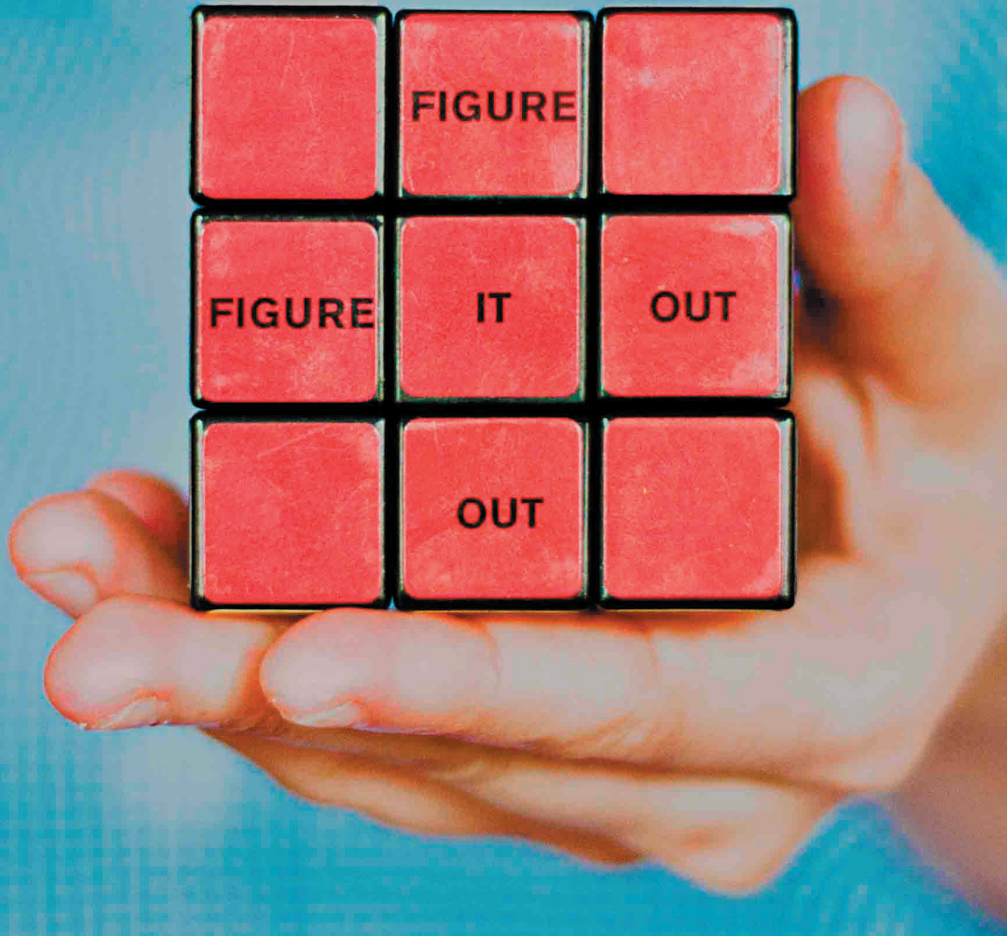
It's not our place to mould founders or businesses in our image. But we can help the exceptional people we support to see their potential and where they could be in time.

No one is born a perfect leader. The founders we work with will only be growing their first or second venture. Some won't know what to aim for, while others will be experiencing rapid change and learning as they grow with their business.

As a VC that's been doing this for over ten years, we can give real value through our experience and our operational partners. We can give advice around recruitment, people development and other areas of business, including finance functions, commercial metrics, operating models and governance. Remember, there will be times when a founder needs our help and other times when they're completely capable. We are simply there to support and offer guidance where appropriate.



04



Solve specific problems

There will be times when Praetura is more equipped to solve a problem than one of our portfolio companies. That could be an HR matter or a query about commercial finance, raising capital, compliance, acquisitions or recruitment.

With explicit permission from one of our portfolio founders, we'll provide more than money by giving support or advice.

But remember, we're not a co-founder, so we should strike a balance as well as delivering on every promise and always communicating clearly with the business we're supporting.

Help our founders save and raise money

We want every founder's experience of Praetura to be positive, including times where we've invested but are unable – or unwilling – to take part in future fund raises.

This is where more than money comes into play. Often, we'll put founders in touch with our network of VCs to help them raise the capital they need. Going further, we'll often help founders write pitch decks, negotiate terms and tell their company story better.

As for saving money, through our experience with the wider portfolio, we can and should be introducing our founders to individuals and service providers we have strong ties with.

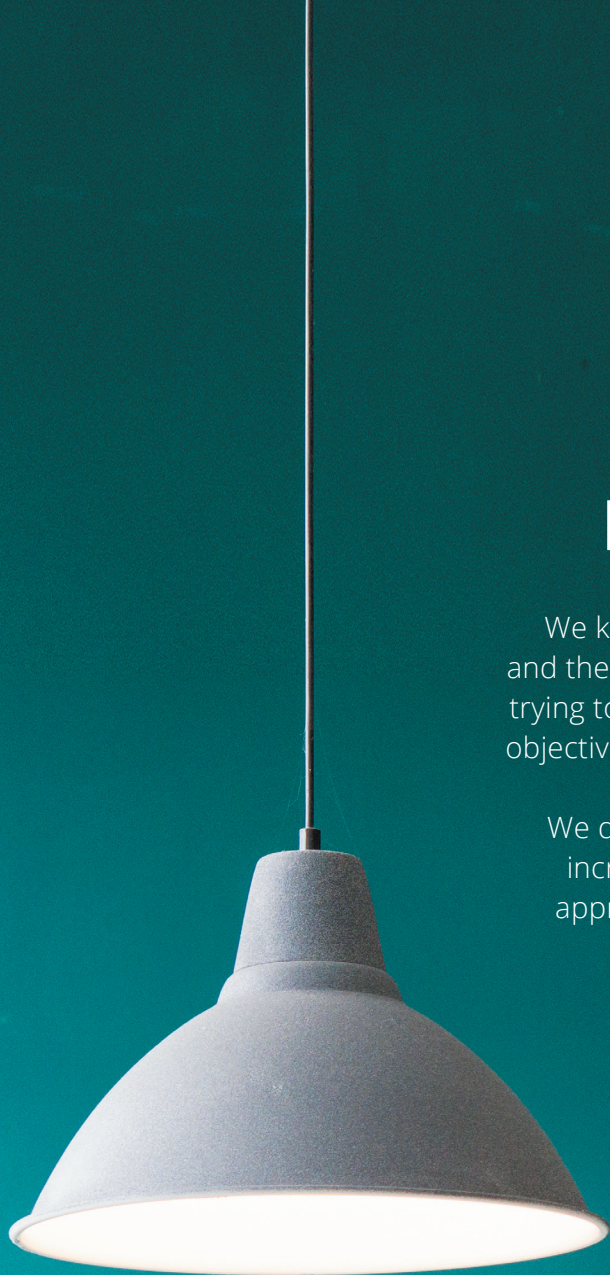
These contacts sit in our ever-expanding portfolio toolkit, which is there to save founders significant sums of money.



Keep things simple

We know every founder wants to achieve great things, and there are many routes they can take. We also know that trying to do everything is rarely the best strategy, so it's our objective to help each founder focus on what matters most.

We do this by giving clear and direct advice and being incredibly careful when we suggest new directions, approaches or contacts to the founders we support.



Understand each business's nuances

Our portfolio is both expansive and diverse, so we should never assume that what works for one company will work for another.

We'll never add value or give more than money by generalising, which is why it's important we take the time to understand what makes each business unique.

This doesn't close the door to collaboration. We'll always introduce founders to one another whenever there's a mutual benefit.

But we remember that each team, each issue and each opportunity is unique and that simply repeating what another company did or didn't do is not always valuable advice.



Learn from every founder

Our more than money approach is about sharing knowledge. But that's not to say we can't learn from the founders we help.

Learning from our founders is one of the best ways to strike a balanced relationship with the companies we back. But there are many other mutual benefits, too. As well as giving us more scope to support other companies, asking questions also helps our founders understand their own beliefs better.



A neon sign is mounted on a dark wall with a grid pattern. The sign consists of two lines of text. The top line reads "Get S#!t" in a cursive, handwritten font. The bottom line reads "DONE" in a bold, blocky, uppercase font. The entire sign glows with a bright purple light.

Get S#!t
DONE

Deliver on every promise

If we agree to do something, take an action, or take the lead on a project, we commit to delivering. That means undertaking the work with diligence and in the timeframe agreed while holding ourselves to our high standards.

If we can't achieve what we promise, we communicate this quickly and openly without excuses. Where necessary, we apologise unreservedly and commit to putting it right.

Never pass blame

Things aren't always going to go right. If it doesn't work out for a portfolio company, we should never blame its founder.

Regardless of how a business is performing, every founder will always be doing their utmost best to achieve great things.

They may not be succeeding at any given moment, but we can't forget they'll always care more and be trying harder than we can ever truly comprehend. It's just what founders do. That's an immutable truth we should always respect.



Remember...

- 01 Be a trusted sounding board
- 02 Share our mistakes
- 03 Show what great looks like
- 04 Solve specific problems
- 05 Help our founders save and raise money
- 06 Keep things simple
- 07 Understand each business's nuances
- 08 Learn from every founder
- 09 Deliver on every promise
- 10 Never pass blame



And finally,

when we aren't needed, we get out the way.

It's as simple as that.



Our role with our portfolio •

More than money is our promise.

But where can we add more value for our founders? Every VC has an area they excel in. We've identified three, based on our experience, the experiences of our operational partners and the successes we've had within the portfolio:

PEOPLE • STRATEGY • EXECUTION

These are the areas we can add most value when helping a business grow and scale rapidly. As well as making up our framework, we also know that founders are almost always thinking about at least one of these areas (people, strategy and execution) at any given time.

More
than
money •



MORE THAN MONEY

People

Having the right people in the right roles and united behind a common belief or mission is critical when scaling a business. As an experienced employer, we can help founders to:

1. Develop an authentic culture that helps the business and the people within it thrive.
2. Build a leadership team that's capable of taking the business to the next level (wherever that may be).
3. Develop a process to recruit the right talent. And, to the extent possible, avoid making poor recruitment choices.

WHERE CAN WE ADD MORE VALUE?

Strategy

Clarity is everything when it comes to a business's growth strategy. It has to be concise and easy to action by the team but also simple enough for stakeholders to understand.

As an extension of this strategy, we can help founders to:

1. Clearly define the business's vision, purpose and strategic focus to drive it towards its goals and avoid pursuing any distractions.
2. Ensure that management maintain prioritisation and focus over the business's purpose both internally and externally.
3. Implement a governance structure that helps – not hinders – the progress of the business; a board that's a force for good rather than a monitoring and reporting function.



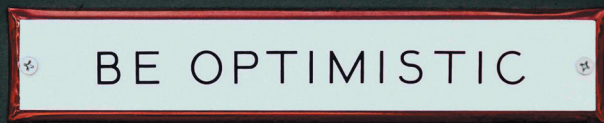
WHERE CAN WE ADD MORE VALUE?

Execution

As businesses scale, it's vital to have processes that make completing and delivering tasks and services as efficient as possible. Part of that includes knowing what's likely to happen in the near term, so teams can adjust course.

As a VC with proven expertise, we can help founders to:

1. Put in place core processes that allow the business to perform its tasks efficiently and accurately.
2. Develop a go to market strategy which enables the business to thrive and measure success.
3. Build a suite of business planning tools which can provide a reasonably accurate predictor of the future.



How do we make sure we're delivering on these promises?

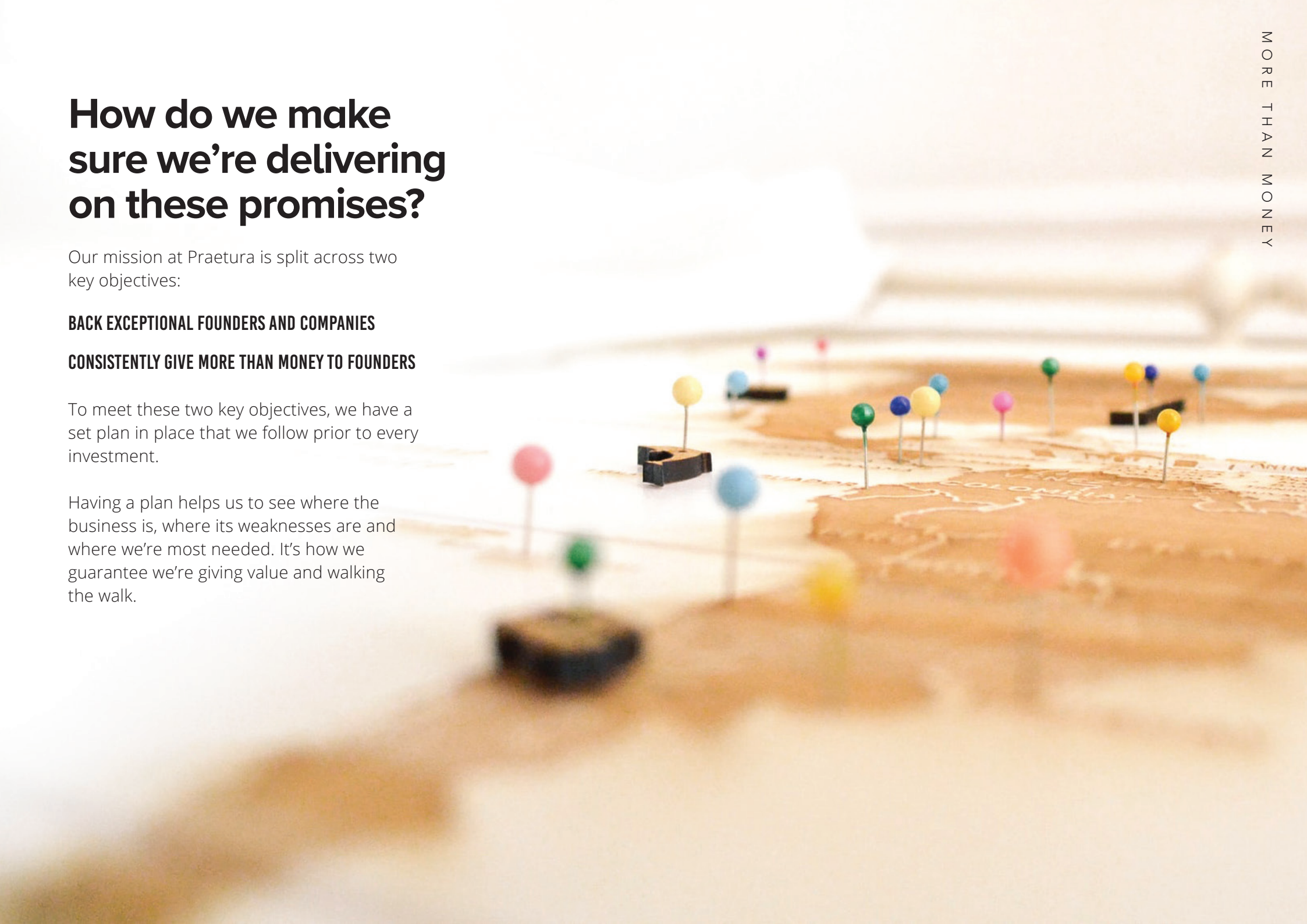
Our mission at Praetura is split across two key objectives:

BACK EXCEPTIONAL FOUNDERS AND COMPANIES

CONSISTENTLY GIVE MORE THAN MONEY TO FOUNDERS

To meet these two key objectives, we have a set plan in place that we follow prior to every investment.

Having a plan helps us to see where the business is, where its weaknesses are and where we're most needed. It's how we guarantee we're giving value and walking the walk.



The Praetura Ventures plan

Our plan begins with doing lots of work to validate our beliefs around a business and a founder before we invest. This is how we guarantee we're only backing exceptional founders and businesses.

From there, it's up to us to work with each founder and understand where they would appreciate our support. This includes understanding their mission and the critical things they need to focus on.

Finally, we devise a structured and objective-led plan that focuses on the following areas:

What's important?

Why is it important?

Where will Praetura help?

Once we've invested, we can revisit this plan and work with the founders we back to reassess whether it's still relevant. If it is, we commit to moving forwards and getting it done.

But no plan would be possible without our Praetorians.

DO WHAT
YOU LOVE

Team roles and functions •

We have three main roles in our team:

INVESTOR DIRECTORS
OPERATIONAL PARTNERS
OBSERVERS

Founders will most commonly work with Praetorians in these roles day-to-day. In addition, founders can utilise the wider Praetura Group talent base, often via our Investor Directors.



MORE THAN MONEY

Operational Partners

Our operational partners are independent and there to provide mentorship and guidance to the founders we back. There's no fixed job per se, other than to help the founders we back achieve their goals and business potential. This includes supporting founders to improve their business through our people, strategy and execution framework.

Unlike our investment directors, they are not Praeutra employees. However, they are working with us because they want to help founders achieve their ambitions. Like us, they believe there's a 'better way' for VCs to support their portfolio. Where possible, we'll also do what we can to match founders with the right fit operational partner – this may be several people over the course of our relationship.



Investor Directors

Named in the investment documentation, our Investor Directors are Praetura employees. They will usually be either one of the investment team who ran the deal process, a member of our portfolio team or David Foreman. The job of the investor directors is to be the day-to-day contact for the portfolio company. Their role includes attending board meetings; feeding back on progress to the wider team; collating, assessing, apportioning and completing specific tasks as required by Praetura; and working with founders on future fundraising processes. A more detailed overview of the Investor Director role is provided in Appendix 3.

MORE THAN MONEY

Observers

Observers are unnamed parties in our investment agreements, such as a team member or operational partner.

The Observer role simply allows people from Praetura to attend board meetings without requiring formal written consent. Nevertheless, we'll always get explicit verbal permission from founders to allow any of our team to use the observer seat, prior to us attending a board meeting.

The reason we have Observers is so members of the team can better understand a founder's current challenges and offer more support.

An Observer may also attend a meeting if there is consideration being given to an exit or a further fundraising round, or simply for the purposes of internal training.



Appendix 1: **Scaling Framework** •

Scaling Framework

People, Strategy, Execution

For each category heading, a rating will be agreed between Praetura and the founders.

It is important to note that the rating attributed to any business is not a 'negative thing' – it is merely used to identify areas to focus on in order to help the business scale. And there will be no 'league tables' across the portfolio.

The rating guidelines for each category are provided on the following pages. Guidelines are included in the hope that rating can be standardised across portfolio companies and also so that we can begin to develop a 'what great looks like' framework for each category and business.

It is intended that following the initial rating, a plan would be created to focus on improving the score for selected areas.

After 3 months, 12 months and then annually, it is intended that the rating is re-appraised to assess progress of the business.

It is expected that Seed stage businesses will rate lower across the board than growth stage businesses.



1: People •

People: Culture

Is the culture within the business identified, and does it enable the team to thrive and produce their best work? How will the culture be fostered and developed as new team members are added?

U N I C O R N

The business is fully self aware of its culture and has refined and documented it in a Culture book or similar. The entire organisation buys into this. As new employees join, a key part of the onboarding process is to understand and buy into the philosophy and core principles. The culture of the organisation is nurtured and improved constantly and is deeply embedded in how the work gets done within the business. The culture and values underpin all decision making, including employee acquisition, development and termination.

G R O W T H

The senior leadership of the organisation lives and upholds the company culture on a constant basis. They are constantly seeking to strengthen and improve the culture in the new employee hires they make and infuse the business with their contributions. They have already successfully made key hires that have reinforced the values present in the culture, and this has been further improved as the business has grown. While a culture book may not have been formally written, it is highly visible through the actions and words of the leadership team.

D E V E L O P M E N T

The founders have developed a culture that helps to drive the business forward. Whilst it is not fully documented, there is a tacit understanding of the values within the business and people who role model those are highly valued. Those that don't are educated on their merits and ongoing failure to live and act in line with those values. Culture is considered when making decisions and appraising staff but it is not over-arching.

S E E D

There is an understanding and self awareness of the importance of culture by the leadership team. Work is beginning to bring the desired culture to life but the culture is not embedded or definable at this stage.

P R E - S E E D

There is an understanding of the importance of culture by the leadership team, but is not being actively nurtured or developed.

S T A R T - U P

The culture exists and is a function largely of the personality and leadership style of the founders. No work has yet been done to identify, codify or bring to life the key messages.

People: Leadership

Is the business ready to scale from a management and leadership perspective?

U N I C O R N

All key leadership positions are filled. The team is working highly effectively. Roles and responsibilities are perfectly understood. Mentors and coaches are in place, as required. Management have developed their own leadership style and are aware of their own strengths and weaknesses.

G R O W T H

The majority of key leadership positions are filled. Where there are gaps, JDs have been developed and there is a recruitment plan. The team are functioning and there are minimal amounts falling 'in the gaps'. Mentorship roles have been identified and management are learning new roles in respect of leading a team.

D E V E L O P M E N T

The majority of key leadership positions are filled. The team is functioning but there are areas for improvement. No defined leadership style is in evidence and there is no feedback/coaching loop in place to help founders develop.

S E E D

Certain key leadership positions are in place. Roles and responsibilities are being worked out but there are issues identified.

P R E - S E E D

Bones of a team in place. Things are getting done but everything feels rushed.

S T A R T - U P

No team in place; just one or two founders.

People: Talent Management

Is the business able to efficiently, and in a cost effective manner, hire, retain and get the best out of its team?

U N I C O R N

There is a clear understanding of business strategy and a connection between individual, team and corporate goals with clear expectations and feedback to manage performance. The business is able to identify talent required to drive success and develop existing talent in readiness for the next level. The business has an employee brand which enables it to attract talent.

G R O W T H

The team are aware of the business strategy. The business uses a performance review process to identify key personnel for development and progression. Performance management processes also identify gaps in the organisation. As well as mentoring and coaching, the business has a clear rewards strategy, which offers a range of rewards to praise employees for their contribution to the success and value of the business.

D E V E L O P M E N T

The business has implemented a performance and development review process with regular feedback and development suggestions scheduled. Process of coaching and mentoring in place.

S E E D

No emphasis on staff development. The business has a recruitment plan, with hires being made against pre-determined JDs.

P R E - S E E D

No emphasis on staff development, and recruitment is a last minute affair, with interviews being undertaken with no real focus on what 'good looks like'. Recruiters are used extensively.

S T A R T - U P

No emphasis on staff development, all employees roll from task to task almost irrespective of role.

2: Strategy •

Strategy: Vision and Purpose

Is the business able to simply and coherently articulate its goals and aspirations for the future, and lay out its mission to achieve them?

U N I C O R N

The mission, vision, and purpose of the business are ingrained into the very psyche of employees at all levels within the organisation. Whenever the founder or a member of the leadership team speaks, their message can be immediately traced back to that vision and purpose. Senior leadership are equally adept at communicating this in a 1 minute elevator pitch as they are in a 90 minute client board or investor presentation.

G R O W T H

The vision and purpose are well understood and can be rehearsed by virtually all employees. The founders and leadership team live the vision and purpose every single day, and inspire and motivate those around them to do the same. They speak with conviction and without hesitation when asked about the vision and purpose of the organisation.

D E V E L O P M E N T

The vision and purpose is widely known and understood throughout the business and but may not be rehearsable by employees across the board. Focus tends to be more tactically on mission, and this may change from time to time as the business iterates on execution.

S E E D

Understanding of the vision for the business is limited to the senior leadership, and the mission is subject to iteration. Vision and purpose is articulated well by the founders and select members of the leadership team only.

P R E - S E E D

The vision is well understood by the founders, but is not yet well articulated in pitch documents. Mission is built on the fly / in reaction to market dynamics, rather than the business itself shaping the market.

S T A R T - U P

The vision is not yet fully formed, and is subject to change based on feedback / conversations with mentors, investors and potential customers. There is no specific mission, only day to day execution.

Strategy: Prioritisation and Focus

Is the business clear on what its strategic priorities are (this comes from the Mission). How does it prioritise, and how does it ensure it remains focused once those decisions have been made?

U N I C O R N

The mission of the business is perfectly understood and communicated throughout the organisation. The strategic objectives for the short and medium term are known, well developed and thought through. The business and leadership are extremely agile and able to identify when opportunities should be ignored if outside of the core focus of the business, yet have the courage to stick to their guns as appropriate. There is a well understood framework for prioritisation which the leadership team adhere to consistently. There is, however, a rapid feedback loop which enables the business, with consideration, to change course as required.

G R O W T H

Senior leadership is clear on the mission of the organisation and has well developed plans to execute on those objectives. A well understood framework for prioritisation is used frequently in the event that new opportunities present themselves and prioritisation needs to be reconsidered. A feedback loop enables the business to change course as required, although reaction times to new opportunities can be variable.

D E V E L O P M E N T

The mission of the business is known and is generally well documented and planned throughout the organisation. A framework for prioritisation exists and has already gone through some iterations, but can be overridden from time to time. Congruence generally exists throughout the team, and while debate can be extensive and time consuming, it is generally productive.

S E E D

The mission of the business is known but may not be highly documented and planned throughout every part of the organisation. An informal framework for prioritisation exists, but can be overridden from time to time. Congruence does not always exist throughout the team, and founder veto / casting vote is used often to break logjams.

P R E - S E E D

The mission of the business is subject to change and is debated with the board on a frequent basis, particularly if business results are not achieving the forecast levels. The business attempts to do too much and is in danger of adopting a "see what sticks to the wall" approach. The team is constantly 'busy' but is not yet efficient.

S T A R T - U P

There is a focus, but this is subject to the vagaries of current execution success and each founder's state of mind. This can iterate frequently. Because multiple hypotheses may be being tested, a definitive mission is not clear yet.

Strategy: Governance

Does the board have effective governance - the right people around the table, a common understanding of responsibilities, a good chair and a commitment to having courageous conversations with the founders to help the business scale?

U N I C O R N

The business has an independent chairperson who effectively acts as a buffer between investors and management. The board has an optimum balance of founders, non-founder execs, investors and independents. The board clearly understands that governance and management. The board discussions focus on strategy and business improvement rather than micro managing operational matters. Information is relevant, timely and includes information on key metrics and key strategic focus items. The governing board regularly evaluates its own impact, including a process for reviewing the contribution of individual NED's and Advisors and the identification of any developmental needs. The executives believe that the Board provides a go to sounding board/challenge, and they actively look forward to board meetings.

G R O W T H

The board has a good balance of founders, non-founder execs, investors and independents. The board information is relevant, timely and includes information on key metrics, key strategic focus items and company performance. The board discussions focus on driving performance rather than managing expectations and covering the basics. The execs believe that the Board provides a good sounding board/challenge.

D E V E L O P M E N T

The board has a good balance of founders, non-founder execs, investors and independents. The board information is relevant and timely. The board discussions focus on driving performance rather than managing expectations and covering the basics. The execs believe that the Board provides a good sounding board/challenge.

S E E D

There is an effective board construct with acceptable board papers produced in a broadly timely manner. The non-exec's are all investors and the exec team is the founders. The board meeting focuses on strategic matters and is believed to be useful in driving the business forward.

P R E - S E E D

There is an effective board construct with acceptable board papers produced in a broadly timely manner. The non-exec's are all investors and the exec team is the founders. The board meeting focuses on reading through information already provided. The execs believe the Board to be a 'necessary evil'.

S T A R T - U P

The business operates ad hoc board meetings, with ever changing board information. The board is the founder and the investors and it focuses mainly on the financial performance and 'news'. The board function adds no real value to any stakeholder.

3: Execution •

Execution: Core Processes

Does the business have the appropriate business processes in place to ensure repetitive tasks/journeys are consistent and well executed?

U N I C O R N

All core processes in the business are understood and documented. There is a 'business way' of doing things. Customer journeys in particular are well established, continually optimised and care has been taken to remove all 'friction' from the process. Processes are both repeatable, and reportable, and are routinely reviewed and assessed for improvements. Mistakes are minimised through automation where possible and systems are integrated.

G R O W T H

Certain processes are understood and documented. There is generally a 'business way' of doing things. Customer journeys are reviewed regularly and the business is iterating to optimise each journey. Employee touch points are reduced. There is minimal 'copy/pasting' from one system/data set to another.

D E V E L O P M E N T

The 'core' processes are established. Some processes are documented, but in some circumstances, knowledge is transferred verbally or in an ad hoc manner. Customer journeys are adequate but not optimised. Friction still exists in a number of processes.

S E E D

Some processes are established. Knowledge is transferred verbally or in an ad hoc manner. Customer journeys are generally adequate but there is significant room for improvement. Friction still exists in a number of processes. Copy/pasting is regular within the business and errors are made. When errors are made, the business attempts to understand the issue and improve the process.

P R E - S E E D

Processes are developed as required and in an ad hoc way. Mistakes are regularly made and some customers have experienced 'pain' throughout the journey. When an issue is found, the business generally attempts to stop it happening again and to learn from it.

S T A R T - U P

There are no 'processes' in place - things are done manually and are reliant on an individual's decisions or quality. Mistakes are regularly made and customers have experienced 'pain' throughout the journey.

Execution: Go To Market

Has the business got a clear Go to Market strategy supported by a defined and tested marketing plan?

U N I C O R N

The business has a defined value proposition and route to market with win-win commercial agreements in place with proven 'like-minded' delivery/distribution partners. The business delivers exceptional customer experience, supported by a tested marketing plan to its defined target audience. The business fully understands the competitive landscape and has appropriate KPIs in place to continuously monitor and react to market activity.

G R O W T H

The business has a defined value proposition and has identified delivery partners and delivers exceptional customer experience through a proven distribution channel supported by a tested marketing plan to its defined target audience. Metrics are in place to monitor customer satisfaction.

D E V E L O P M E N T

The business has a defined value proposition and target market and a proven marketing plan. It has identified delivery partners and started to make use of them to support distribution. The business also has systems in place to monitor customer satisfaction.

S E E D

The business has a defined target market and has commenced the testing its marketing activity.

P R E - S E E D

The business has a sales target though continues to define its target market and an effective marketing plan.

S T A R T - U P

Sales are made in an ad hoc manner, no systems or partnership relationships in place is in place.

Execution: Business Planning

Does the Business Plan accurately and cogently document the goals of a business, the methods for attaining those goals, and the time-frame for their achievement? Does the business plan strike the right balance between aspiration and realism?

U N I C O R N

The business is using advanced analytics across all aspects of the business, using BI or Decision Intelligence software. Key metrics are embedded within communications across the company and supported by sophisticated reporting. The budgeting and forecasting approach is both “bottoms up” and “tops down”, and precision is equally valued over conservatism or optimism. When business performance varies to plan, there is a rigorous process that implements action steps to either recover the plan, or understand why the forecast was so conservative. Key metrics are presented in dashboards to support decision making at leadership and board level.

G R O W T H

The business tracks forecasts on the basis of key lead indicators. “Tops down” forecast assumptions are now balanced by execution of “bottoms up” based on business development and lead generation execution. It is likely a CRO or CCO will be in place to drive the business planning process together with a finance lead. There is increased fidelity in the Year 2 and 3 business plan assumptions, and in the event that Year 1 has not gone to plan, there will be a high level of insight into the reasons why.

D E V E L O P M E N T

The business does forecasting on a monthly basis, and a variance tracker is used regularly. The business is focused on improving the accuracy of their forecasting model and is starting to test the validity of their TAM and market creation assumptions. There is accountability within the business beyond just the founders making and delivering on the business plan.

S E E D

The business does forecasting on a quarterly basis, and a detailed business plan has been created together with a set of assumptions for success. Forecasting accuracy is mixed and the business has a tendency to over estimate new sales. When forecasts are missed, the business attempts learn from the failures and iterates processes accordingly.

P R E - S E E D

The business model is documented at a high level, and the business plan is very forward looking as well as based on a % of TAM model. There is a very high variation in month to month business performance and expectation.

S T A R T - U P

The business has is focused on product development and initial customer acquisition. While a high level theoretical model may be in place, the business results are largely “what will be, will be”.

E. Appendix 3: Further Information •

A great Praetura Investor Director has three roles...

As a BOARD DIRECTOR, a great PID:

Thinks critically about the make-up and direction of the Board. A great Praetura ID will ensure that the board is fit for purpose and that all fellow NEDs are aligned in respect of creating a board that adds value to the founders and the exec team. A great Praetura ID does not allow the board to become 'stale' or to become something that the founders 'endure'.

Receives and reviews the board pack well in advance of board meeting. And raises questions and/or observations with the management team in advance of the board meeting, especially if the answer is likely to require additional work by the company.

Attends each board meeting as a representative of Praetura and provides constructive challenge to the executive team. A great PID also ensures that necessary consents are provided, consulting with other PV team members in advance if necessary.

Ensures any actions accepted by the PID are appropriate/relevant to skills/ability and are completed quickly and diligently.

Is prepared to say 'no' to requests that are not value add, in line with the plan or are outside of Praetura's scope and expertise.

Holds others in the Board to account for completion of their actions and are responsible for ensuring that wider Praetura responsibilities are being actioned.

As a PARTNER TO THE FOUNDERS, a great PID:

Works closely with the founders to identify any support required by the business. A great PID takes responsibility to follow up on this and introduces relevant members of Praetura, the operational partner team or 3rd party advisors to support the business.

Speaks candidly to the founders. If the business is not performing, a great Praetura ID does not sugar coat this. There should never be a disconnect between internal conversations about a company and the conversations had with the founders or at the board. A great Praetura ID will always be open, honest and transparent with a founder.

Provides support, advice and feedback during any subsequent fundraising process, regardless of whether Praetura are participating.

Devotes sufficient time to develop a strong and trusted relationship with the entire team, not just the founders/board.

Takes responsibility to ensure that the company and founders benefit from the Portfolio Toolkit.

As a PRAETURA TEAM MEMBER, a great PID:

Works with the portfolio team and the Operational partners to co-create the Praetura Plan for the business. Once a plan is in place and agreed with the company, a great Praetura ID works within that framework and avoids being sucked into 'general doing' for the company. When the plan needs to change, a great Praetura ID communicates with all stakeholders and agrees a new plan.

Provides regular and timely feedback to the Praetura team of the business progress and activities. This includes speaking about the company at team meetings, regularly posting messages on Teams channels and sharing news and information with the Portfolio team.

Provides relevant and timely input into the investor reporting process.

Where necessary, consults with others in the Praetura team to actively seek advice on a specific situation.

Takes responsibility for co-ordinating:

- Peak onboarding
- EIS submission and approval
- Board pack format and content
- Form, composition and frequency of board meetings.

Liaises with the PV marketing team to ensure all good news stories are actively promoted.