# 751.EARTH FAMILY GROUP
# Since Time Began

## CORPORATE STRATEGIC PLAN

## FY2026 TO FY2031

***Building the Institutional Bridge Between Climate Capital and the Frontier Markets the World Cannot Afford to Ignore***

751 EARTH LTD | Company No. 15950608
Registered Office: 7 Millfield Avenue, Northallerton, England, DL6 1AT
www.751.earth

Prepared under the authority of Dr Karen Sumser-Lupson, Founder and Principal
CONFIDENTIAL, Prepared for Board, Funding Partners and Strategic Investors
***August 2026***

## CONTENTS

# 1. STATEMENT FROM THE FOUNDER AND PRINCIPAL

Climate finance today moves at the speed of trust, not the speed of need. Billions of dollars sit inside the Green Climate Fund, the Adaptation Fund, and a growing field of climate-focused family offices, while the governments and communities most exposed to climate risk remain locked out by process, capacity, and access. 751.Earth Family Group exists to close that gap.

This plan sets out a five-year path from a well-regarded originator of climate finance proposals to an institutional platform trusted by Accredited Entities, National Designated Authorities, multilateral funds, and private capital across four continents. We are not building a consultancy. We are building durable infrastructure for climate finance delivery in the markets the rest of the industry finds too difficult, too remote, or too slow to serve.

Our current pipeline, confirmed at over seventy-nine million US dollars across six live programmes in five countries, is proof of concept. What follows is the plan to scale that proof into a genuine institution.

Dr Karen Sumser-Lupson

Founder and Principal

## 2. EXECUTIVE SUMMARY

751.Earth Family Group is a climate finance origination and delivery platform operating across Africa, the Caribbean, and Latin America, with a structural mandate to unlock Green Climate Fund and multilateral capital for underserved states and communities. We combine deep technical fluency in GCF process with sustained, on-the-ground delivery presence, positioning us at the intersection of proposal design, government relations, and long-term programme stewardship.

Over the next five years, this plan targets a four-fold increase in confirmed pipeline value, diversification across three or more Accredited Entity relationships, the establishment of resident country offices in three priority states, and the introduction of blended finance structures that bring family office and private capital alongside concessional public funds.

| Strategic Metric | 2026 Baseline | 2031 Target |
|---|---|---|
| **Confirmed pipeline value** | USD 79 million | USD 410 million |
| **Active programmes** | 6 | 18 to 22 |
| **Countries of operation** | 5 | 12 to 15 |
| **Accredited Entity relationships** | 1 (constrained) | 4 or more, diversified |
| **Resident country offices** | 0 fully established | 3, minimum |
| **Non-concessional co-finance secured** | USD 0 | USD 60 million or more |

## 3. MARKET POSITION AND COMPETITIVE LANDSCAPE

The climate finance advisory and delivery market is crowded at the top, with large consultancies and multilateral development banks dominating high-value, low-risk markets, and thin at the frontier, where the countries with the greatest need are the hardest to serve profitably. 751. Earth occupies this frontier deliberately.

### 3.1 Where We Compete

| Segment | Typical Players | 751.Earth Position |
|---|---|---|
| **Large-scale multilateral programme design** | World Bank, AfDB, large international consultancies | Selective engagement as executing partner, not primary competitor |
| **Global philanthropic climate strategy** | Rockefeller Foundation, ClimateWorks, Bezos Earth Fund | Not a direct competitor; a natural co-financing partner for African and Caribbean programmes |
| **Frontier market origination and delivery** | Small national NGOs, fragmented local consultants | Direct competitor, with superior GCF technical fluency and multi-country relationships |
| **Family office and impact investment access** | Boutique climate advisory firms | Emerging position, building on Founder's existing family office network |

### 3.2 Our Differentiators

1. Proven, repeatable methodology for structuring GCF concept notes, full proposals, and Project Preparation Facility applications
2. A governance and safeguard architecture, formalised across two full policy manuals, that already meets GCF, UNDP, and World Bank due diligence standards
3. A grant-funded, in-country delivery model that embeds technical assistance and country office costs directly into programme budgets, avoiding the overhead trap that limits smaller advisory firms
4. Direct relationships across National Designated Authorities, government ministries, and Accredited Entities in six African states, one Caribbean state, and the Democratic Republic of Congo
5. A founder with thirty-five years of operational experience across African Member States, the African Union, and international maritime and environmental frameworks

## 4. OUR FOUR STRATEGIC VERTICALS

Our portfolio is organised into four verticals, each with its own growth trajectory, risk profile, and funding partner map.

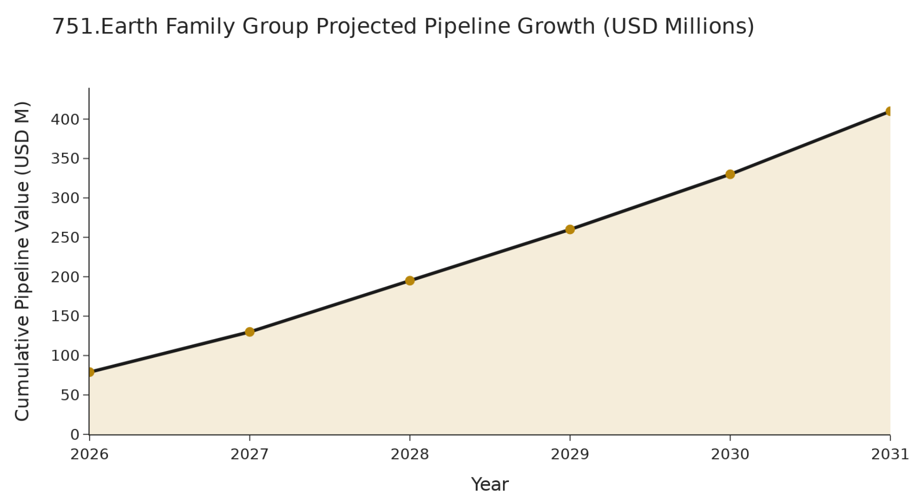
| Vertical | Mandate | Flagship Programme | 5-Year Ambition |
|---|---|---|---|
| **Industrial Decarbonisation and Green Infrastructure** | Green ports, industrial transition, renewable energy integration | Tema Industrial Decarbonisation Programme, Ghana, USD 18M | Replicate across three additional West African port cities |
| **Climate Resilient Food and Marine Systems** | Food security, agroforestry, marine spatial planning | AFSCoE Zambia, Niger Delta Marine Spatial Plan, Coastal Resilience SAP, USD 25M cap | Establish as the leading coastal resilience platform for the Gulf of Guinea and Red Sea corridor |
| **Biodiversity and Nature-Based Solutions** | Landscape restoration, indigenous land rights, species protection | Grauer's Gorilla Corridor Community Resilience Programme, DRC, USD 36.5M | Extend model across the Albertine Rift and Congo Basin |
| **Water and Infrastructure Resilience** | Water security, climate-adaptive infrastructure, disaster recovery | Climate and Water Security Programme, Jamaica | Establish a dedicated Small Island Developing States resilience facility |

## 5. CURRENT PIPELINE AND GROWTH TRAJECTORY

The table below sets out our active pipeline. Each programme sits at a different point in the GCF cycle, a portfolio spread that demonstrates capability across the entire lifecycle, from origination through to full proposal and implementation readiness.

| Programme | Country | Stage | Indicative Value |
|---|---|---|---|
| **Tema Industrial Decarbonisation Programme** | Ghana | Concept note complete, procurement and endorsement in progress | USD 18,000,000 |
| **Coastal Resilience SAP** | Ghana, Nigeria, Cote d'Ivoire, Somalia, Djibouti, Kenya | Concept note stage | USD 25,000,000 cap |
| **Niger Delta Marine and Maritime Spatial Plan** | Nigeria | In development | To be confirmed |
| **AFSCoE, Africa Food Security Centres of Excellence** | Zambia | PPF application finalised | To be confirmed |
| **Grauer's Gorilla Corridor Community Resilience Programme** | Democratic Republic of Congo | Concept note ready for NDA review | USD 36,500,000 |
| **Climate and Water Security Programme** | Jamaica | Full funding proposal in preparation | To be confirmed |

Modelling this pipeline forward against a realistic new-programme origination rate of three to four new concept notes per year, and assuming a conservative fifty percent conversion rate to funded programmes, projects cumulative confirmed pipeline value growing more than five-fold over the plan period.



# 6. TARGET FUNDING BODIES AND CAPITAL PARTNERS

Diversifying our funding base beyond the Green Climate Fund is a core strategic priority. The organisations below represent the primary universe of multilateral, bilateral, philanthropic, and private capital partners this plan targets over the next five years.

## 6.1 Multilateral and Bilateral Climate Funds

| Fund or Institution | Relevance to 751.Earth |
|---|---|
| **Green Climate Fund (GCF)** | Primary funding partner across all four verticals, existing relationship base |
| **Adaptation Fund** | Adaptation-focused co-financing for water resilience and coastal programmes |
| **Global Environment Facility (GEF)** | Biodiversity and land degradation co-financing for the Grauer's Gorilla Corridor and future nature-based work |
| **African Development Bank (AfDB)** | Existing Accredited Entity relationship, target for diversified engagement beyond current pipeline constraints |
| **Agence Francaise de Developpement (AFD)** | Strong track record across African climate and biodiversity programming, natural co-financier |
| **Green Africa Climate Fund and regional facilities** | Regional co-financing aligned with African priority states |

## 6.2 Philanthropic and Foundation Partners

| Foundation | Relevance to 751.Earth |
|---|---|
| **The Rockefeller Foundation** | Whole-of-foundation climate strategy covering energy, food, and finance, directly aligned with our four verticals |
| **Bill and Melinda Gates Foundation** | Track record of major grants in African dryland and food security programming, relevant to AFSCoE Zambia |
| **Children's Investment Fund Foundation** | Active adaptation finance funder in Africa, relevant across all African verticals |
| **ClimateWorks Foundation** | Forest and land use programming directly relevant to the Grauer's Gorilla Corridor |
| **Arcadia Fund** | Biodiversity and landscape conservation funding relevant to nature-based verticals |
| **Blue Action Fund** | Ocean and coastal conservation funding directly relevant to the Coastal Resilience SAP |

## 6.3 Family Offices and Private Impact Capital

Building on the Founder's existing relationships within the family office and impact investing community, this plan targets structured co-financing arrangements that sit alongside concessional public funds, particularly in blended finance structures for the Industrial Decarbonisation and Water Resilience verticals, where commercial return profiles are strongest.

# 7. STRATEGIC PARTNERSHIP OPPORTUNITIES

Beyond funding relationships, this plan identifies specific categories of institutional partnership that strengthen delivery capacity, technical credibility, and reach across all four verticals.

| Partnership Type | Example Partners | Strategic Value |
|---|---|---|
| **Accredited Entities** | AfDB, UNDP, additional AEs to be confirmed | Fiduciary channel to GCF resources, essential for every programme |
| **Technology and Innovation Partners** | Satellite monitoring, drone surveillance, and SMART patrol system providers | Differentiates conservation and marine programmes with verifiable, technology-enabled results |
| **Conservation and Scientific Institutions** | Wildlife Conservation Society or equivalent, Indian Ocean Commission | Technical credibility and scientific rigour for biodiversity and marine spatial planning work |
| **Financial Institutions** | Ecobank Ghana and equivalent regional banks | In-country banking infrastructure and GCF-experienced relationship management |
| **Academic and Research Partners** | Regional universities, oceanographic and environmental research institutes | Independent monitoring, evaluation credibility, and technical assistance capacity |
| **Community and Indigenous Organisations** | POLOCON Trust, Strong Roots Congo, Pole Pole Foundation | Legitimacy, on-ground delivery capacity, and FPIC compliance |

Each of these partnership categories will be formalised through a Partner Due Diligence process, as set out in Volume 2 of our Policy Manual, ensuring every relationship meets the standards our funding partners expect.

# 8. Brand Positioning, Marketing and Communications

A five-fold increase in pipeline value requires a five-fold increase in visibility among the funders, governments, and partners who decide where climate capital flows. This plan treats marketing and communications as a core strategic function, not an afterthought.

## 8.1 Brand Positioning

751.Earth Family Group is positioned as the trusted institutional bridge between climate capital and the frontier markets other players find too difficult to serve. Our brand architecture, built around the mother organisation and its trading names across Africa, the Atlantic, and the Pacific, allows us to build local trust and identity in each market while presenting one unified, credible institution to global funders.

## 8.2 Priority Marketing and Communications Actions

- Publish an annual Impact Report, showing beneficiaries reached, emissions avoided, hectares restored, and finance mobilised, as the primary external-facing credibility document each year
- Develop a professional digital presence across the 751.Earth website and LinkedIn, showcasing live programmes, partner endorsements, and thought leadership on GCF process
- Produce short video content and case studies for each flagship programme, using visual storytelling to communicate impact to family offices and philanthropic partners who may not read technical proposals in full
- Secure speaking placements at GCF Board meetings, COP side events, and African Union and Caribbean regional climate forums to build the Founder's profile as a recognised voice in frontier climate finance
- Develop a one-page investment case for each flagship programme, designed specifically for family office and private capital audiences, distinct from the full GCF proposal documents
- Build a structured stakeholder engagement calendar, ensuring regular, proactive contact with NDAs, AEs, and funding partners rather than reactive, deadline-driven communication

# 9. INSTITUTIONAL GROWTH AND ORGANISATIONAL DEVELOPMENT

Scaling from six programmes to a projected eighteen to twenty-two requires deliberate investment in institutional capacity, not just project origination.

## 9.1 Country Office Expansion

| Country | Rationale | Target Establishment |
|---|---|---|
| **Ghana** | Anchor for Industrial Decarbonisation vertical, existing TIDP relationships | Year 1 to 2 |
| **Zambia** | Anchor for Climate Resilient Food Systems vertical, existing AFSCoE relationship | Year 2 to 3 |
| **Democratic Republic of Congo** | Anchor for Biodiversity vertical, existing G3CRP relationship | Year 2 to 3 |

## 9.2 Talent and Technical Capacity

- Recruit dedicated technical officers for each vertical, ensuring end-to-end delivery capacity rather than reliance on a single technical lead
- Build a bench of pre-vetted local consultants and legal advisors in each priority country, reducing origination time for new concept notes

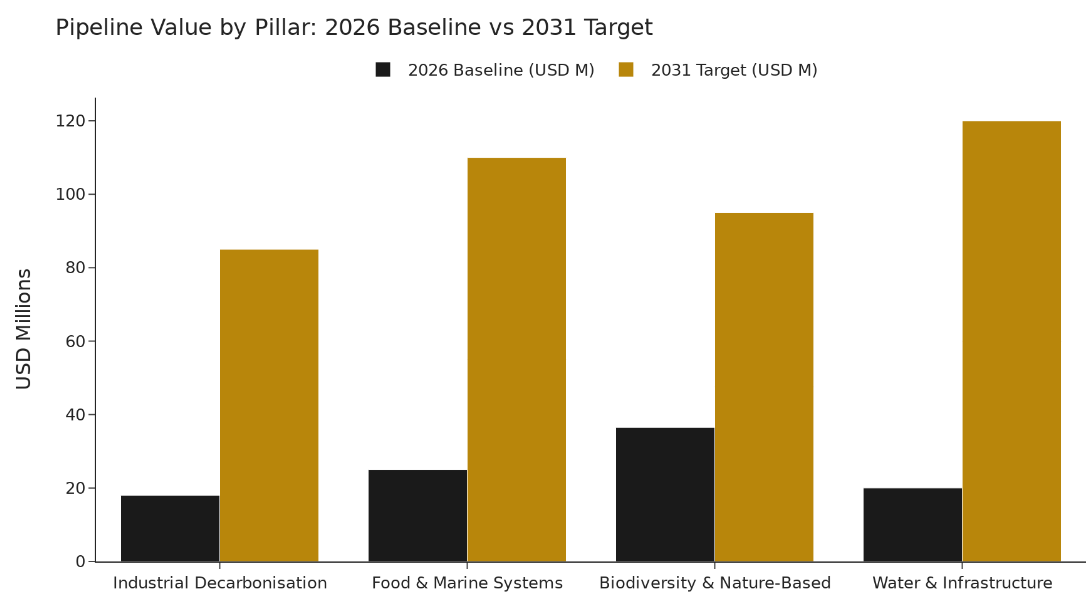
- Formalise a Monitoring, Evaluation, Accountability and Learning function, as set out in Volume 2 of our Policy Manual, staffed independently of programme delivery teams

## 9.3 Systems and Infrastructure

- Implement a centralised project and document management platform across all trading names and country offices
- Establish a Partner and Sanctions Screening Register, consistent with the SOP in Volume 2 of our Policy Manual, as pipeline scale increases due diligence volume
- Introducing quarterly Board-level portfolio reviews as pipeline value and programme count grow

# 10. FOUR-PILLAR KPI AND METRICS FRAMEWORK

This framework translates the ambition of each strategic vertical into specific, board-reviewable metrics. Pipeline value KPIs are reviewed quarterly at Board level, while impact and delivery KPIs are reviewed annually, consistent with the Monitoring, Evaluation, Accountability and Learning SOP set out in Volume 2 of our Policy Manual.



## 10.1 Industrial Decarbonisation and Green Infrastructure

| KPI | 2026 Baseline | 2031 Target | Review Frequency |
|---|---|---|---|
| **Confirmed pipeline value (USD)** | 18,000,000 | 85,000,000 | Quarterly |
| **Number of green port / industrial programmes** | 1 (TIDP) | 4 | Annual |
| **Renewable energy capacity supported (MW)** | 9 (BPA Wind, Tema) | 60 | Annual |
| **Estimated tCO2eq mitigated per annum at scale** | To be confirmed post-PPF | 500,000 | Annual |
| **Country offices established** | 0 | 1 (Ghana) | Annual |
| **Private co-financing mobilised (USD)** | 0 | 15,000,000 | Annual |

## 10.2 Climate Resilient Food and Marine Systems

| KPI | 2026 Baseline | 2031 Target | Review Frequency |
|---|---|---|---|
| **Confirmed pipeline value (USD)** | 25,000,000 (SAP cap) | 110,000,000 | Quarterly |
| **Coastal states actively engaged** | 6 (pilot) | 10 | Annual |
| **Direct beneficiaries reached** | To be confirmed post-PPF | 150,000 | Annual |
| **Marine/maritime spatial plans completed** | 0 (Niger Delta in progress) | 3 | Annual |
| **Accredited Entity relationships confirmed** | 0 (TBC) | 2 | Annual |
| **Food security programmes operational (AFSCoE model)** | 1 (Zambia) | 4 | Annual |

## 10.3 Biodiversity and Nature-Based Solutions

| KPI | 2026 Baseline | 2031 Target | Review Frequency |
|---|---|---|---|
| **Confirmed pipeline value (USD)** | 36,500,000 | 95,000,000 | Quarterly |
| **Hectares under restoration or protection** | 15,000 (KBNP corridor) | 60,000 | Annual |
| **tCO2eq sequestered/avoided (lifetime, cumulative)** | 500,000 (G3CRP) | 2,000,000 | Annual |
| **Indigenous households with secured land tenure** | 5,000 (G3CRP target) | 20,000 | Annual |
| **Landscape programmes active** | 1 (DRC) | 3 | Annual |
| **Community rangers / green jobs created** | 200 (G3CRP target) | 800 | Annual |

## 10.4 Water and Infrastructure Resilience

| KPI | 2026 Baseline | 2031 Target | Review Frequency |
|---|---|---|---|
| **Confirmed pipeline value (USD)** | To be confirmed (Jamaica FP in prep) | 120,000,000 | Quarterly |
| **Small Island Developing States engaged** | 1 (Jamaica) | 5 | Annual |
| **Population with improved water security access** | To be confirmed post-FP | 500,000 | Annual |
| **Climate-resilient infrastructure assets delivered** | 0 | 8 | Annual |
| **Full Funding Proposals submitted to GCF** | 1 (Jamaica) | 4 | Annual |
| **Disaster recovery / early warning systems deployed** | 0 | 3 | Annual |

## 10.5 Cross-Cutting Institutional KPIs

| KPI | 2026 Baseline | 2031 Target | Review Frequency |
|---|---|---|---|
| **Total confirmed pipeline value across all pillars (USD)** | 79,000,000 | 410,000,000 | Quarterly |
| **Active Accredited Entity relationships** | 1 (constrained) | 4 or more | Annual |
| **Resident country offices** | 0 | 3 | Annual |
| **Non-GCF co-financing secured (USD)** | 0 | 60,000,000 or more | Annual |
| **Annual Impact Reports published** | 0 | 5, one per year | Annual |
| **Governance audit findings (material)** | N/A, new framework | Zero | Annual |

# 11. GOVERNANCE, RISK AND ASSURANCE

Institutional credibility depends on governance that scales with ambition. Our full governance architecture is set out across two policy manuals, covering environmental and social safeguards, gender equality, anti-money laundering, fraud prevention, whistleblower protection, procurement, and financial management.

| Strategic Risk | Likelihood | Impact | Mitigation |
|---|---|---|---|
| **Accredited Entity capacity constraints delay approvals** | Medium | High | Actively diversify AE relationships across at least four institutions by 2031 |
| **Political or security instability in project countries** | Medium | Medium | Community-based, non-militarised delivery models and flexible activity timing |
| **Overreliance on a single funding source** | Medium | High | Active pursuit of philanthropic, DFI, and family office co-financing across all verticals |
| **Institutional growth outpacing governance capacity** | Medium | High | Phased country office expansion tied to governance capacity, annual policy review cycle |
| **Reputational risk from safeguard failure** | Low | High | Full ESMS, PSEA, and Complaints and Independent Redress Mechanism, as set out in Volume 2 of the Policy Manual |

## 12. FINANCIAL OUTLOOK AND INVESTMENT CASE

The table below presents the indicative financial trajectory of the organisation across the plan period, based on current pipeline value, a conservative new-programme origination rate, and a fifty percent conversion assumption from concept note to funded programme.

| Year | Cumulative Confirmed Pipeline (USD) | Active Programmes | Countries of Operation |
|---|---|---|---|
| **2026** | 79,000,000 | 6 | 5 |
| **2027** | 130,000,000 | 9 | 7 |
| **2028** | 195,000,000 | 12 | 9 |
| **2029** | 260,000,000 | 15 | 11 |
| **2030** | 330,000,000 | 18 | 13 |
| **2031** | 410,000,000 | 20 | 15 |

This trajectory represents a genuinely compelling investment case for family offices and strategic partners considering co-financing or institutional partnership with the 751.Earth Family Group.

## 13. CONCLUSION, THE NEXT FIVE YEARS

751.Earth Family Group has spent its founding years proving that a small, technically expert, deeply networked organisation can move real climate capital into markets the wider industry overlooks. The next five years are about scale, institutional weight, and diversification, without ever losing the relationships and trust that made the first six programmes possible.

This plan sets a confident, ambitious, and disciplined path from a USD 79 million pipeline to a projected USD 410 million platform, built on four strategic verticals, a diversified funder base, and a governance architecture that meets the highest international standards. We invite our partners, our funders, and our Board to join us in delivering it.

**Dr Karen Sumser-Lupson**

***Founder and Principal***

***751.Earth Family Group***