



Joi Limited

Business Plan (2018)

ABN: 55 621 826 051



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Many factors could affect current expectations and actual results and could cause actual results to differ materially. These factors may include, but are not limited to, the impact of changing regulations, availability of donations and wider economic factors.

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1 BUSINESS PROFILE

1.1 Overview

STRUCTURE	Australian Public Company Limited by Guarantee
DATE REGISTERED	22 September 2017
ABN #	55 621 826 051
WEBSITE	www.joi.org

1.2 Contact details

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2 EXECUTIVE SUMMARY

Our Vision

We believe every person should have access to safe and secure housing and employment.

Our Mission

To help vulnerable people.

Our Tag

We're reinventing charity / #bettertogether

Our Approach

We set up social enterprises that create social impact and to work collaboratively with all organisations who have similar objectives, or who could further the objective of the prevention or relief of poverty, financial crisis and distress, suffering, disadvantage, helplessness and vulnerability of persons who are experiencing, or at the risk of experiencing, poverty, financial crisis, disadvantage, helplessness and vulnerability, by providing employment, pathways to employment, employment opportunities and housing opportunities.

Our Goals

1. Building an additional 100,000 Homes for Australians.
2. Employing over 200,000 Australian's and provide them with a pathway to employment and financial security.
3. Set up or Partner with a financial institution to help set vulnerable people free from debt and financial hardship.
4. Make the Jooi business model sustainable and create long term sustainable change by;
 - a. Creating Social Enterprise
 - b. Doing or Partnering with others that have similar objectives.
 - c. Doing or Partnering with local developers to create vibrant and sustainable mixed-use developments for people at all income levels.
5. Make Jooi the world's most effective and recognised model of charity in the world and share the knowledge and benefits with everyone.
6. Be the most transparent charity in Australia in reporting and tracking our social impact.

Our Focus

We're creating long-term sustainable change for the common good.

Spearheaded by the Jooi Labour Hire workforce, Jooi has developed and invested into, and will continue developing and investing into various enterprises aimed at providing employment and affordable housing solutions for all Australians, while providing funds to, again, provide housing and employment.

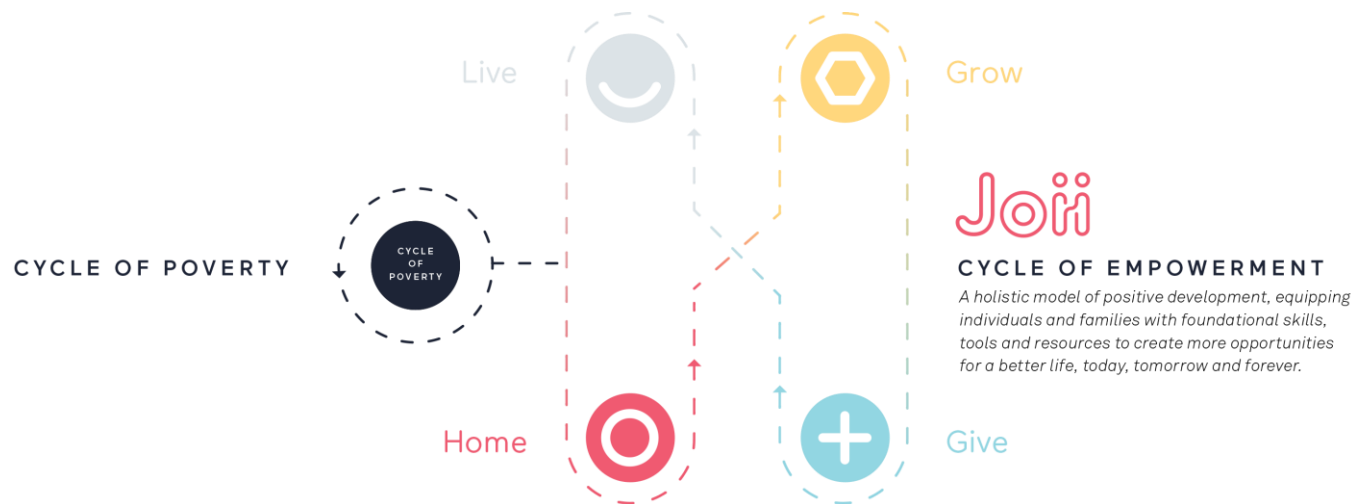
Joi intends to become a significant provider of employment to various commercial and not-for-profit organisations across Australia through its own social enterprises and employment programs and intends to create income from the same activities that create employment.

The goal is to develop an independent, forward thinking, and financially secure work force by mentoring and training our employees to not just be good at their job, but to achieve long term financial security. These enterprises /business units include but are not limited to;

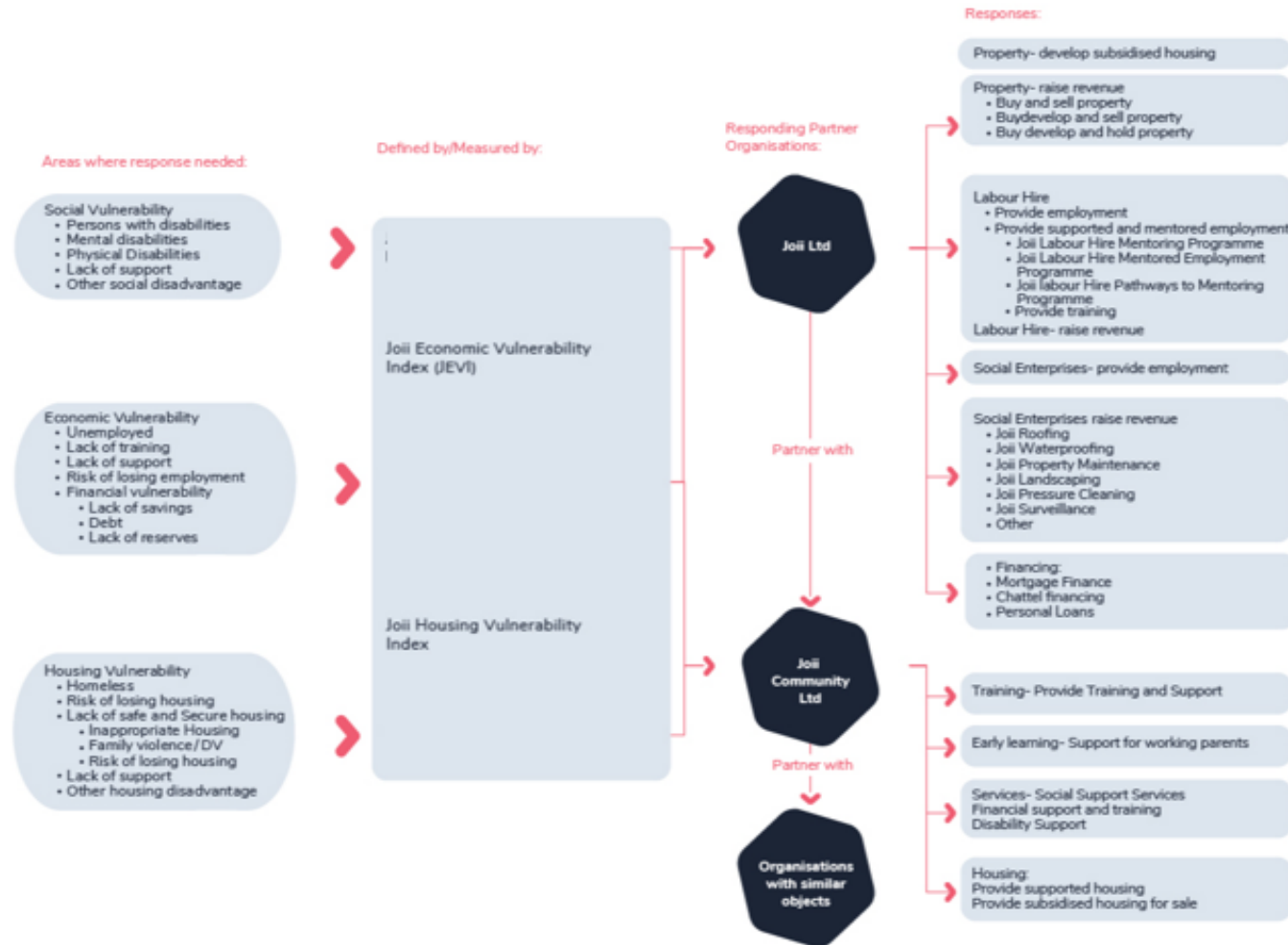
- Joi Labour Hire
- Joi Homes
- Joi Specialist Housing
- Joi Roofing
- Joi Property Services
- Joi Finance

Joi also intends to provide subsidised housing and property (through sale or rental), by up to 25% of its value, to vulnerable individuals, Joi Community and other partner organisations with similar objects.

Joi has invested considerable time and expense to ensure that our innovative model of profit for purpose is compliant with all regulatory arrangements and sustainable for the future.



3 SUPPORTING VULNERABLE PEOPLE IN AUSTRALIA: THE JOII RESPONSE



4 BUSINESS BACKGROUND

4.1 Objects of the Company (As per the Joo Limited Constitution)

The Object of the Company is to pursue the following charitable purposes:

- (a) the prevention or relief of poverty, financial crisis and distress, suffering, disadvantage, helplessness and vulnerability of persons who are experiencing, or at the risk of experiencing, poverty, financial crisis, disadvantage, helplessness and vulnerability, by providing employment, pathways to employment, employment opportunities and housing opportunities;
- (b) to be a public benevolent institution and a charitable institution, and to utilise the benefits of current and future legislation available to benevolent institutions and charities, including its charitable status and exemptions from federal and state taxation and duty laws, to achieve the Object of the Company;
- (c) to promote the public good by providing employment and housing opportunities to persons who are experiencing, or at the risk of experiencing, poverty, financial crises, disadvantage, helplessness and vulnerability;
- (d) to ensure sustainability of the Company, while providing employment and housing, by founding and operating enterprises that provide employment and housing and invest into, and otherwise support the Object of the Company.
- (e) the prevention or relief of poverty, financial crisis and distress, suffering, disadvantage, helplessness and vulnerability of persons who are experiencing, or at the risk of experiencing, poverty, financial crisis, disadvantage, helplessness and vulnerability, by providing vocational training, mentoring and support;
- (f) the prevention or relief of poverty, financial crisis and distress, suffering, disadvantage, helplessness and vulnerability of persons who are experiencing, or at the risk of experiencing, poverty, financial crisis, disadvantage, helplessness and vulnerability, by providing financial assistance, subsidies, loans, financing and co-ownership options.
- (g) to provide support and assistance to who are experiencing, or at the risk of experiencing, poverty, financial crisis, disadvantage, helplessness and vulnerability, to participate fully in family, community, cultural, political, social and economic activities;
- (h) to advocate for persons who are experiencing, or at the risk of experiencing, poverty, financial crises, disadvantage, helplessness and vulnerability;



- (i) to work in partnership with, or assist in the work of, or financially assist with, or provide subsidies or subsidised assets to organisations who have similar objects, or who are able to further the Object of the Company;
- (j) to act as trustee and to perform and discharge the duties and functions incidental thereto where this is incidental or conducive to the attainment of the Object; and
- (k) to do such other things as are incidental or conducive to the attainment of the Object.

4.2 Our Vision

We believe every person should have access to safe and secure housing and employment.

4.3 Our Mission

To help vulnerable people.

4.4 Reinventing charity

Jared Harder co-founded Joi at just 17 with his dad Robert Harder.

It's a crazy idea: a charity that doesn't encourage public donations! But often those who are crazy enough to think they can change the world are the ones who do. At Joi, we're reinventing charity. We don't think donations are bad - just not sustainable. Joi is creating long-term sustainable change, we couldn't do that if we had to rely on public donations or government grants. We set up social enterprises that create social impact. As a registered Public Benevolent Institution, Joi doesn't have shareholders. We reinvest 100% of our profits back into Joi.

4.5 Our History

Joi Ltd. is a Public Benevolent Institution with Item 1 Deductible Gift Recipient (DGR) status. Joi has been established in response to the strong vision of its founders, to address the deep problems of homelessness and housing affordability in our nation.

Joi was co-founded by a Director of Privium Group but is operated as a completely independent charity. Privium is Queensland's largest residential property developer and one of the country's Top 10 building companies. It is a member of both Queensland Master Builders Australia (QMBA) and the Housing Industry Association (HIA). The founders now wish to use these skills and financial capacity to create a social enterprise focused on making a difference. This enterprise is Joi.

5 BUSINESS GOALS

5.1 Where are we now?

- Incorporation of the Charity
- Social Enterprise start ups
- Innovative Housing Model projects (J10 and J25)
- Charitable projects – including Joi Assist and Project Compassion
- Significant Legal and Financial investment in the appropriate setup and running of the PBI

5.2 What are we going to achieve?

Alleviate Poverty By:

1. Building an additional 100,000 Homes for Australians
2. Employing over 200,000 Australian's and provide them with a pathway to employment and financial security
3. Set up or Partner with a financial institution to help set vulnerable people free from debt and financial hardship
4. Make the Joi business model sustainable and create long term sustainable change by;
 - a. Creating Social Enterprise
 - b. Doing or Partnering with others that have similar objectives
 - c. Doing or Partnering with local developers to create vibrant and sustainable mixed-use developments for people at all income levels
5. Make Joi the world's most effective and recognised model of charity in the world and share the knowledge and benefits with everyone
6. Be the most transparent charity in Australia and reporting and track our social impact.

5.3 How are we going to achieve this?

1. Create Social Enterprises that generate both social impact and a financial surplus and use this surplus to fund additional charitable activity.
2. Utilise shared equity models of home financing, as a way to transition people from renting into owning their homes
3. Use current tax laws available to charities to help achieve this purpose (work where there is the most benefit from these tax laws)
 - a. Payroll exemptions
 - b. Fringe benefits
 - c. Stamp duty
 - d. GST concessions

- e. Land tax concessions
- 4. Employ people by:
 - a. Starting new Social Enterprises
 - b. Purchasing existing businesses
 - c. Partnering with existing businesses
 - d. Creating a labour hire business to create employment pathways for Australians including;
 - i. People with disabilities, and National Disability Insurance Scheme (NDIS) customers
 - ii. Domestic Violence victims
 - iii. People with Mental Health Challenges
 - e. Creating employment opportunities and addressing skills shortages for our builders and suppliers in the construction industry
 - f. Utilising mentoring and financial counselling programs and services so all staff and participants can succeed to the best of their ability
 - g. Providing all employees with a pathway from their current role into the highest potential role
- 5. Create a Registered Training Organisation (RTO) and/or partner to;
 - a. Give every employee from Joi the opportunity to self-improve
 - b. Open up the positive opportunities of Joi to all Australians
- 6. Create Joi Invent to;
 - a. Invest in Software that provides a positive social impact
 - b. Generate a financial surplus to invest in further development and other charitable activity
 - c. Give away software to charities to increase their efficiency
- 7. Create different housing models;
 - a. Working with Government, local developers and other Charities to utilise surplus land to create mixed use communities;
 - i. Social Housing
 - ii. Affordable Housing
 - iii. People with disabilities, and National Disability Insurance Scheme (NDIS) customers
 - iv. Domestic Violence victims
 - v. Homeless Accommodation
 - b. J10 and J25 – shared equity products
 - c. Create Specialist “Smart” Housing so that people with a disability can live independently with low or no need for external support workers
 - d. Work with Builders and Suppliers to make housing more affordable to customers of the charity and enable Joi to achieve its goals
 - e. Tender for House renovation market to meet a range of housing needs for ageing Australians and NDIS participants
- 8. Find large blocks of land for property development
 - a. Acquire land
 - i. Donated or Gifted

- ii. Acquire land (at a cheaper acquisition cost) and then get rezoned
 - iii. Get longer settlement terms
 - iv. Buy at Market Value
 - v. Joint ventures with local developers
 - b. Build warehouses and factories to house our social enterprises
 - c. Commercial office space
 - d. Use what we can and lease out the rest until it is required by the company or can be used to generate social impact.
 - e. Work with Property Developers by joint venture and share the profit – 49% will be shared with the developer for commercial gain and 51% will be utilised by Joi to achieve its objectives
- 9. Work in partnership with or start our own financial institution to:
 - a. Set people free financially from high interest loan repayments
 - b. Set up on the Block Chain to provide secure, low cost and widespread access
 - c. Make it low cost so we can charge low fees

6 BUSINESS OPERATIONS

6.1 Background

Joi is a not for profit organisation that creates social enterprises for social impact. Joi intends to create long term sustainable change and cannot do so by solely relying on donations and government grants. Joi is setting up these social enterprises to create a surplus to fund the activities that support its vision and mission. The aims are that the same social enterprise that creates income, also creates pathways to employment housing and economic sustainability at the same time.

As a charity and a PBI, Joi does not have shareholders, so 100% of the profits is reinvested back into Joi to create further opportunities. Joi aims to use the benefits of our state and federal tax statuses as a charity to create sustainable social enterprises to reinvent the way that revenue flows to directly alleviate poverty and build community.

In all of our social enterprises, we intend to charge competitive commercial rates for quality products and services, while following an 'Above the Line' and 'Below the Line' approach in respect of any created social enterprise as follows:

Our approach to social enterprise is:

- We generate a Financial Surplus (Above the Line) to;
 - Invest in sustainability of the social enterprise
 - Create further Above the Line enterprises;
 - Provide resources to partner with like-minded organisations.
- We create Social Impact (Below the Line);
 - Employment and pathways for career advancement
 - Housing
 - Social infrastructure
 - Services
 - Regional flow on benefits

Example:

Create a Social Enterprise Roofing company;

- Above the Line – The financial surplus generated funds the participants in the J25 shared equity housing model.

- Below the Line – Creates an employment pathway for people to progress from being a labourer on-site to be a national manager of a large roofing division.
-

6.2 Joii Labour Hire

Background

For employment and training to serve as an effective poverty reduction strategy, jobs must be available to all members of society, including women and young people. Additionally, people in the work force must possess or be trained in the skills necessary to perform the work to make them employable.

Joi has an objective to become a significant provider of employment and training to various commercial and not for profit organisations through its own social enterprises and employment programs with a view to offering work to those who are financially struggling or economically vulnerable, in need or require training for long-term employment. Joii believes that employment and training are the foundations to break the cycle of poverty.

Joi Labour Hire intends to create income from the same activities that create employment.

All staff will be assessed against the following as part of the employment process:

- Joii Economic Vulnerability Index (JEVI) - this is an index to measure vulnerability and resilience of persons within the labour market in respect of vulnerability to job loss and barriers to employment- Joii intends to measure and track this measure in respect of all Joii Labour Hire Employees, and;
- Joii Housing Vulnerability Index (JHVI) - referring to the level and severity of issues that impact on employees' ability to own or access stable housing and maintain tenancies.

For Joii, being "vulnerable" is not just about being in poverty or crisis, we will continue to work with people until they reach a point where they are self-sufficient, and in a position to give back to others.

Staff that are vulnerable will be provided with a Joii Support Plan in terms of the Joii Mentoring and Leadership Support programme which will focus on the above areas of assessed vulnerability. Staff that are not vulnerable will be encouraged to enrol as Mentors into the Joii Mentoring and Leadership Programme and be trained and supported to provide support to vulnerable employees. The support and systems for the Joii Mentoring and Leadership Programme will be provided by Joii Community Limited or other such qualified organisations.

Service Agreements with third party organisations with whom labour is placed will require them to accommodate the Joii Mentoring and Leadership Programme Activities and the Joii Support Programme, including training initiatives. Joii will also enter into partnerships with Registered Training



Organisations, such as Busy at Work and the National Retail Association to assist with our mission to provide disadvantaged persons with meaningful skills and employment to lift them out of poverty.

Breaking the Cycle of Poverty

We get excited about this model and that's why we are calling it reinventing ~~charity~~ .

In all of our social enterprises, we follow an 'above the line' and a 'below the line' approach.

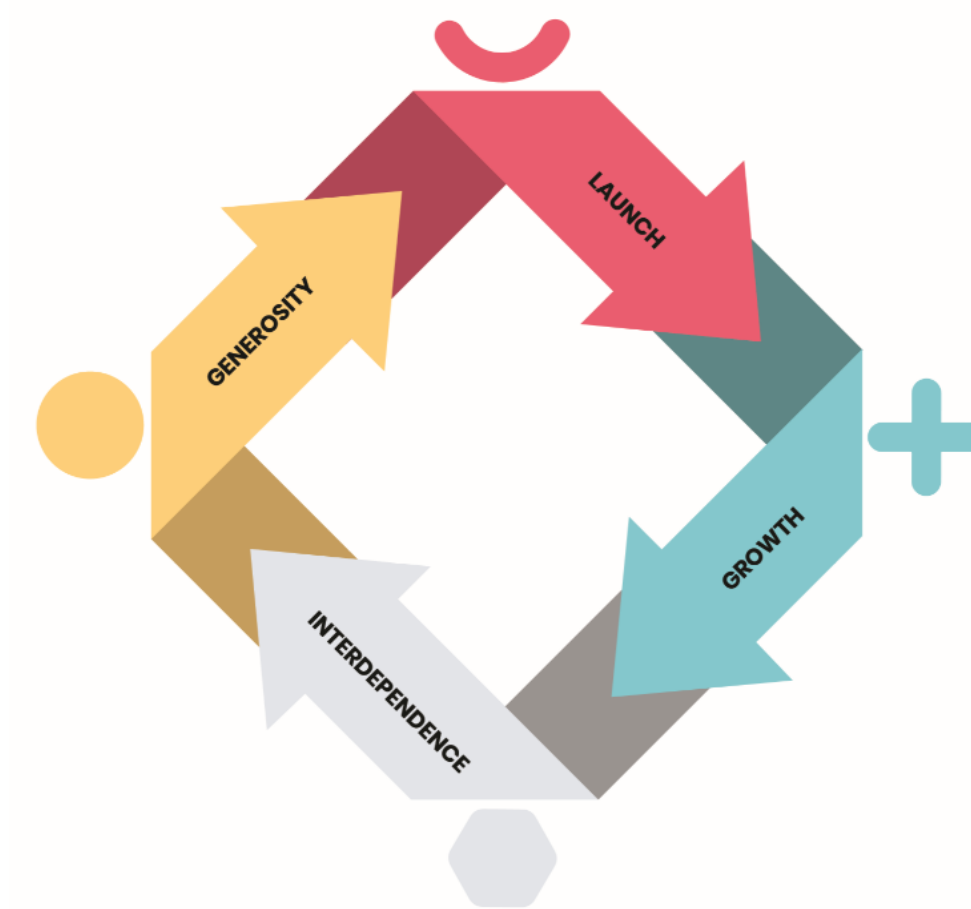
Above the line we create jobs that provide three things, mentoring, safe and secure job environments and a surplus financial return. These three things will relieve poverty, distress or disadvantage of individuals or families, by creating jobs below the line that gives them long-term job security, mentorship and a safe and secure work environment to break the cycle of poverty.

As they progress in their development, they grow and eventually pop over the line to provide mentorship, safe and secure job environments and financial surpluses to help others.

This model works for the following reasons: all employees employed by Joi Limited are engaged exclusively for the purpose of being a PBI, by either receiving help and support while being employed, below the line, or being part of the purpose of the PBI in their ordinary course of being employed, above the line. Above the line, they will then provide mentoring, a safe and secure job environment and a surplus financial return to relieve poverty, distress or disadvantage of individuals or families.

Joi will assist individuals and families in poverty, distress or disadvantage through a cycle of Launch, Growth, Interdependence and Generosity

The Joi Cycle



Launch

1. We first encounter this category of people who are helpless, and/or vulnerable and our immediate response is to relieve their poverty, distress or disadvantage of both individuals or families.
2. Joi aims to relieve the poverty, distress or disadvantage of individuals or families, through its Housing and Employment initiatives. They include people (but are not limited to):
 - At or below the poverty line
 - Unemployed or who are a very low-income earner
 - Experiencing financial distress
 - Chronic mental health issues
 - With a disability
 - Homeless or at risk of homelessness
 - Currently living in overcrowded, unsafe or illegal housing
 - At risk of self-harm or suicide
 - Who are a victim of street violence or domestic violence..
3. To do this we need people to have long term job security.
4. Joi will engage with these people and work out where they sit in the cycle, which we do with the help of the Joi Vulnerability Indicators.
5. We intend to become an employer of 200,000 people, which will give many opportunities to create pathways of long-term employment of the people to relieve their poverty, distress, vulnerability or disadvantage.

Grow

1. This Category can be the most painful!
2. Like all growth we can all take 2 steps forward, but as we know then we can slide backwards as well. We will then still journey with these people.
3. We believe in promoting the public good by growing a strong community with diverse opportunities because we all have different personalities and skills that suit different types of work.
4. By having a range of opportunities, we can offer different roles to make sure we get everyone (or as many as we can) to the stage of long-term job security, as someone once said: "Find work that you enjoy doing and you never have to work another day in your life."

Interdependence

1. This should be the shortest transition category: This is a state of existence where people are no longer relying on charity handouts or government handouts.
2. But while these people are now above the line, they still need to be supported to ensure that they do again not slip below the line. This is though depending upon one another, and even though people have progressed they are still in a state of mutual dependence.
3. Their status will now be confirmed by the three Jooi vulnerability Indexes.
4. They are now contributing to society though their financial independence, contribute to the objects of Jooi financially by doing their everyday employment to the best of their ability, but can contribute even more, and they may not yet know it!
 - While they are now an apparent example of success to the Launch and Grow categories, there is more to do
 - They need to be activated and supported to give back.

Generosity

1. This is the category we get excited about!
2. Here people intentionally and purposefully help Jooi achieve its objectives by:
 - By doing their everyday employment to the best of their ability;
 - And by:
 - Mentoring people in the Launch, Grow and Interdependence categories;
 - Helping foster secure job environments; and
 - A surplus financial return.
3. This category is what is the key driver of the Jooi Cycle, culminating in Jooi achieving its Objective.
4. When people get to this category, we have successfully delivered on Jooi's objective, as it is creating long-term sustainable change for the common good.

6.3 Joi Housing

Joi Property comprises of a number of individual business units aimed at providing affordable and social housing solutions for vulnerable Australians and medium, low and very low-income earning households.

Joi intends to provide subsidised housing to Joi Community and other partner organisations with similar objects, by subsidising such housing from the economic activities around the buying, developing and selling of property, and subsidies from the other social enterprises that have been, and will be, created by Joi.

For this reason, it is envisaged that Joi will:

1. Buy and sell property;
2. Buy, develop and sell property; and
3. Buy, develop and hold property;

in order to subsidise properties for sale to partner organisations to alleviate housing vulnerability understanding that such organisations may either hold such properties to provide housing or sell such properties to alleviate housing vulnerability.

Joi intends to subsidise property by up to 25% of its value.

In addition to earned revenue, funding will also come from other sources:

- Public fundraising efforts
- Federal/ State/ Local government funds
- Foundation grants

Model 1: Developer Partnership (currently operating)

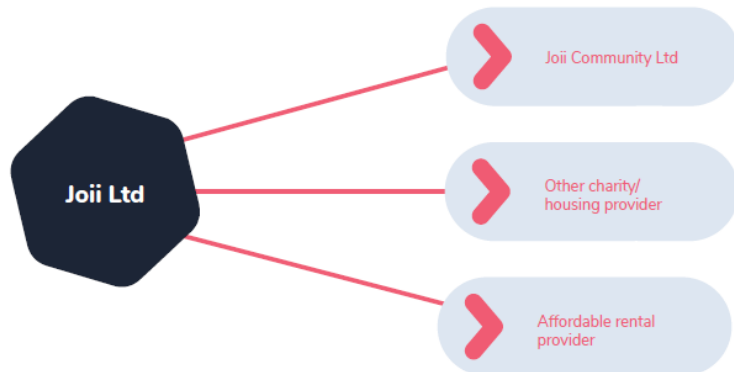


- Joi purchases land from Developer
- Joi on sells the land to a third party
- Joi retains the proceeds of the sale and utilises the funds for other charitable activity

Model Benefits

Provides an avenue to increase the amount of affordable and community housing within existing commercial housing developments.

Model 2: Joi Ltd Development (currently in negotiation)



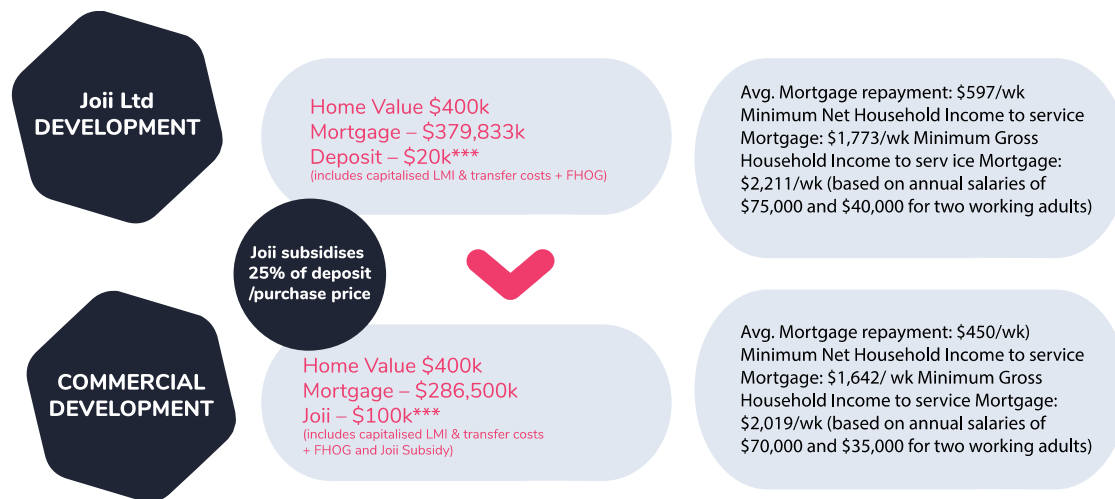
- Joi Ltd purchases the property and undertakes the housing development. This may be done independently or in a Joint Venture with a local developer where 49% of profit will be shared with the developer for commercial gain and 51% of the profit will be utilised by Joi to achieve its objectives.

- Appropriately proportion affordable, social and high needs housing within communities to avoid creating pockets of long-term disadvantage.
- Sells or leases the property to another charity or housing provider to cater to a range of Australians in need including:
 - people with a disability
 - victims of domestic violence
 - very low to moderate income earners who can't currently afford to own their own home
 - The homeless.

Model Benefits

- Provides Australians in need, via community organisations and housing providers, with a supply of housing tailored to their requirements.
- As a registered charity, Joi Ltd has the scope and incentive to explore a range of alternative housing models and customised builds to cater to disadvantaged Australians, which commercial developers have little incentive to pursue, or charge at unaffordable prices.

Model 3: Shared Equity Model – J10, J15 or J25 (J25 example illustrated)



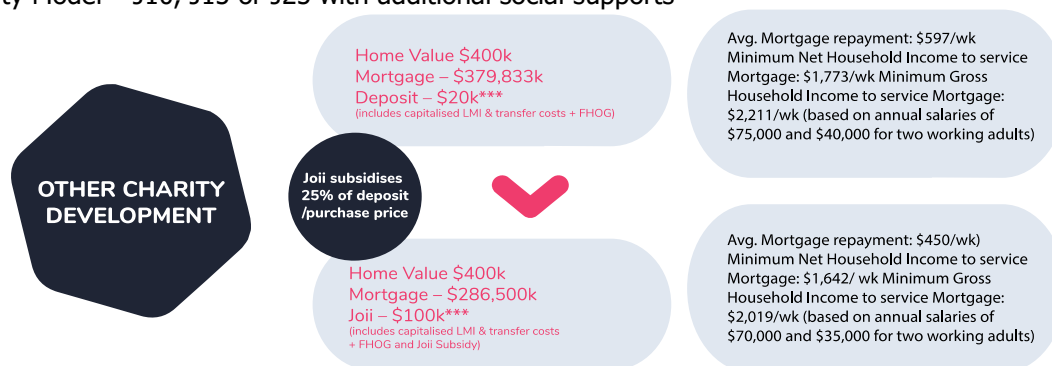
- Joi subsidises the purchase of the house through a Shared Equity model to reduce the barrier of a lump sum house deposit for the home owner and reduce weekly mortgage repayments. Eligibility Criteria for the home owner include;

- Applicants need to stay within 30% of income level to debt servicing.
- Number of income earners and children in the household.
- Whether the household would be able to secure suitable or adequate housing in the private rental market.
- Whether the household owns any assets (e.g. a property) which they could be reasonably expected to use to solve their housing need.
- Shared Equity Model includes;
 - Repayment to Joi is contingent on refinance or sale of the home, with Joi receiving an equivalent share of any capital gain that is realised on the property. Participants are not expected to stay in the scheme for longer than 10 years, and no interest will be charged by Joi for the term of the loan while participating in the Scheme.
 - Regular reviews to ensure that borrower only pays back Joi the initial loan amount when they are financially capable to do so.
 - A contractual arrangement outlining the conditions for eligibility, repayment of loan and other potential issues such as adding value through home improvements or major structural changes.
- Home Owner undertakes a Financial Education course with ongoing financial management and mentoring to increase their ability to successfully manage debt and household expense and reduce the risk of default.

Model Benefits

- Mortgage repayments for home owner are reduced significantly, and the barrier of a large house deposit is removed.
- Provides people on lower incomes a real opportunity to obtain stable housing, generate wealth and break the cycle of intergenerational poverty through home ownership.
- Puts downward pressure on demand for affordable rentals and public housing.
- The benefits of the financial education and mentoring for the home owner will also positively impact the financial outlook for the household.

Model 4: Shared Equity Model – J10, J15 or J25 with additional social supports



- Utilises the same Model Conditions and Benefits as Model 3
- Operates in partnership with other charity providers to provide additional social supports as required

The individual business units of Jooi Housing are:

Jooi Homes

Jooi Homes develops and sells Home and Land packages for a variety of customers including Charities, Not-for-Profit Housing Companies and individual customers.

Jooi Specialist Housing

Jooi Specialist Housing undertakes a variety of highly specialised and customised Housing projects for use by vulnerable people. This includes Disability Support providers, Not-for-Profit Housing providers, Social Housing providers and individuals with specific needs. Projects include new developments, or renovation of existing properties.

Specialist Design is required for a range of different target markets;

- People with physical or intellectual disabilities who require specialist layouts and fit outs to meet their requirements, promote independence and reduce reliance on external support services.
- Domestic Violence shelters and refuges which require a high degree of security and a combination of both living and counselling spaces.



- Crisis accommodation, including for the homeless, that allows individuals to live with dignity and seek assistance in an appropriate environment.

In addition, we have a number of separate business units operating under the Joi Ltd umbrella that utilise Joi Labour Hire staff to provide construction services for Joi Homes, Joi Specialist Housing and external customers. These include;

Joi Roofing

Joi Roofing is a social enterprise that commenced trading in February 2018. This was established within the boundaries of our mantra to empower our staff whilst focussing on our mission to provide employment opportunities and affordability of housing to our broader community. Joi Roofing has a commitment to providing a training and development pathway for unemployed and those at risk.

With our business model established, supplier partnerships were formed, and suitable staff engaged to fulfil our commitment to our customers. We based our costings and projected earnings on budgeting to complete approximately 55 houses per month. This workflow allowed us to establish a solid sub-contractor labour base, all of whom bought in to the vision of Joi.

The main business focus is to provide a complete professional service for the scope of roofing works required by the Privium Group. We have undertaken commitments to external clients to help balance our required workload and also strengthen our bottom line. These external relationships have become an integral part of our business base and we see this as an avenue that could be expanded and provide a solid level of income to Joi Roofing.

Joi Waterproofing

Joi Waterproofing provides professional waterproofing solutions for South East Queensland, covering all aspects of water ingress prevention. As of October 2018, the business employs 2 people and is expanding to 4 before the end of 2018, with imminent expansion into NSW from Newcastle to Wollongong, followed by Greater Melbourne. Joi Waterproofing provides great entry level jobs and training opportunities with the potential for career advancement into supervisory roles and other trades.

Joi Property Services

Joi Property Services is a social enterprise that provides professional property services to homeowners and businesses alike. In line with our mission to create employment pathways through social enterprise, we provide employment opportunities for a range of people, including the long term unemployed and young people who are at risk of disengagement. We will provide the training to develop their skills and give people an opportunity to develop professionally and progress in life. Potential workers will be given an opportunity to come on board as junior team members within one of our business units which consists of;

- Joi Service Desk & Maintenance
- Joi Cleaning
- Joi Yard Maintenance

Joi Finance

Joi Finance has been set up to assist the community reach the goal of homeownership. We will work with individuals, community and small businesses across Australia to achieve their financial goals. Joi Finance will market to a wide demographic and contribute back to Joi's ability to assist low income earners with no interest loans and responsible, affordable funding arrangements.

Joi Limited has obtained access to an Australian Financial Services License (AFSL) and an Australian Credit License (ACL) to set up wholesale and retail managed investment schemes for investors to be able to invest in property initiatives and to provide loans and finance to individuals to purchase property.

Joi Finance will provide support to Joi and Joi Community participants to obtain loans to purchase property, goods and chattels, such as household items and motor vehicles.

Joi Landscaping

Joi Landscaping (NSW) is a social enterprise that provides professional Landscaping services to residential housing. The landscaping division, in line with the greater Joi vision is to create employment pathways through social enterprise. We provide employment opportunities for a range of people, including the long term unemployed and young people who are at risk of disengagement. These individuals will be given an opportunity to come on board as junior team members within our landscaping team which consists of Fencing, Retaining, Landscaping (Gardens and Turf) and site cleans. Skills learnt from the landscape trade will support the staff members to develop both as an individual and in career.

Joi Landscape (NSW) will provide relevant training creating the opportunity for junior team members to develop skills in:

- Machinery operations, including acquiring relevant tickets
- Landscaping techniques
- Fencing/Retaining construction
- Teamwork and leadership

Joi Surveillance

Joi surveillance has been set up to capture a segment of a rapidly growing electronic surveillance/security market within the construction industry monitoring sites for progress and thefts. As with many other Joi enterprises Joi Surveillance will provide these services initially to the Privium Group growing from Victoria first and then up the East Coast to SE Queensland. Once established the business will secure contracts with other large building companies.

This service not only provides security but as importantly time saving measures to site supervisors to monitor trade attendance, progress and deliveries. In line with Joi's objectives this business also provides entry level employment opportunities as a step in to the building, security and IT industries for our focus group.

Additional Building services

Joi Housing is continually expanding its range of services and will soon be able to supply the full range of building and construction services from “first cut” to final clean”. New business offerings currently include;

- Joi Garage Doors
- Joi Bricklaying
- Joi Plumbing
- Joi Electrical, Air and Solar

6.4 Other Joi Projects

In addition to its social enterprise, Joi will also undertake or work in partnership with external bodies and other organisations to work towards Joi’s mission of lifting the disadvantaged out of poverty. Joi will seek to provide support without discrimination to persons in need of assistance to obtain employment, overcome financial challenges, acquire new skills and overcome homelessness.

It is intended that Joi will respond to all requests for help and if unable to provide assistance itself will in turn refer clients to other organisations.

Financial Counselling

Joi will offer financial counselling to help these people work out household budgets, gain a better understanding of how to pay bills and save for the future and understand importance of employment. Learning basic money management is most important in breaking the cycle of poverty.

Education and Training Programs

To provide for this need, Joi will assist and facilitate opportunities for education by entering into partnerships with organisations that are working in this field. Joi already has strong relationships with CityCare, a community organisation based in Hillsong Church, and through Joi Community and Traction.

Accommodation Services

Joi recognises that with the current uncertainty around the future direction of the National Housing strategy, there is considerable need for private companies, NFP and Government Departments to develop partnerships aimed at tackling the housing crisis. This includes crises accommodation, which may be provided through either brokered rental accommodation funded by Joi, or through other relationships with NFP, NGO or state government groups.

Joi Invent

Information Technology is increasingly a cornerstone for both our personal and professional lives. Leveraging off their extensive experience in the building and construction industry, Joi Invent will provide a range of Software solutions for Private and Not for Profit customers, and pioneer new approaches with emerging technologies such as Artificial Intelligence and Block Chain.

Joi Creative

With expertise across a range of disciplines including graphic design, copyrighting and digital marketing, Joi Creative has the ability to cover a diverse range of Marketing needs for Private and not-for-profit customers including sales campaigns, website builds and social media marketing strategies.

6.5 Future Joi Projects

As well as our current social enterprise offerings, Joi intends to branch out into a range of other areas in future to increase our potential social impact.

Proposed Social Enterprise Areas:

Transport

Partner with, or create social enterprises to:

- Provide shared multi-modal linked transport services for persons who are transport disadvantaged, or who have difficulty getting to work.
- Ride share applications
- Financing of vehicles and fleet
- Retail and Fleet Vehicle Dealerships

Financial

Partner with a not-for-profit bank or start Joi Bank to provide loans and financial solutions to help vulnerable people

- Loans
- Pathways of offering jobs in this field
- Insurance

Food

Partner with a supermarket chain or start Joi supermarkets to help supply food chain to vulnerable people

- Joi Café's- employment for persons who are socially disadvantaged, in particular persons with disabilities
- Joi Burgers and Beers
- Pathways of offering jobs in this field

Clothing

Create a variety of clothing lines to cater for different customer bases including;

- High end clothing

- Affordable essentials range for everyday necessities
- Work Wear

Housing related Services and Utilities

- Removalist company
- Self-storage
- Internet Service Provider
- Telecommunications Provider
- Renewable Energy/Solar Provider

Examples:

1. Partner with or start a car dealership company to be able to provide interest free cars to people who are in need of transport:
 - Partner with a car manufacture to access vehicles at wholesale prices
 - Charge customers the full recommended retail price with interest free finance
 - Creates an employment pathway from washing cars or cleaning toilets in a car dealership to managing a multi-location car dealership.
2. Creating a restaurant chain or partner with a restaurant chain:
 - Mobile food vans to create a world class food and beverage offering to cater for different events
 - Provides a point of interest and social media content for marketing Jooi Social Enterprises
 - Creates an employment pathway from kitchen hand to Hospitality and Events Manager to Restaurant Owner
 - Employees include people from disadvantaged backgrounds, including NDIS customers

6.6 Business Premises

<i>QLD Location:</i>	5/8 Nevilles Street, Underwood QLD 4119
<i>Ownership/ Lease arrangement:</i>	Lease - Owned by Privium Group
<i>How will the location support the business?</i>	Head Office and QLD based services
<i>PH</i>	13 JOII (135644)

<i>NSW Location:</i>	144 Parry St, Newcastle West NSW 2302
<i>Ownership/ Lease arrangement:</i>	Lease

<i>How will the location support the business?</i>	NSW State based services
<i>PH</i>	13 JOII (135644)

<i>VIC Location:</i>	10/75 Lorimer Street, Docklands VIC 3008
<i>Ownership/ Lease arrangement:</i>	Lease
<i>How will the location support the business?</i>	VIC State based services
<i>PH</i>	13 JOII (135644)

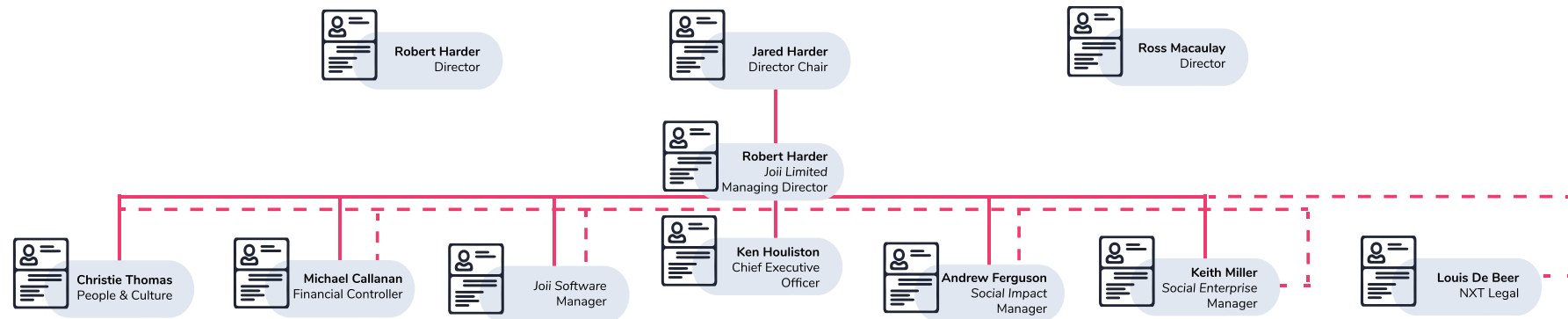
6.7 Business Management

The company has begun the process of recruiting experienced directors. The board will operate to the standards set out by the AICD and in the ASX standards for corporate governance. The directors of Joi will sustain a strong governance culture and seek to be leaders in the community housing and the not-for-profit sectors.

Best practices will include:

- Use of best practice risk templates for a Board risk review
- Establishment of a strong and independent internal audit function
- Transparency in annual reporting
- External Auditing to comply with all legal and compliance obligations

6.8 Board and Senior Management



7 SWOT ANALYSIS

Strengths	Weaknesses/Challenges
<ol style="list-style-type: none"> 1. Redefining NFP through an entrepreneurial perspective and a fresh agile approach. 2. Strong Corporate support. 3. Scalability based on corporate support and existing infrastructure and footprint. 4. Unique Affordable Housing model. 5. Unique Labour Hire and training/mentor model. 6. Innovative self-sustaining model of, and commitment to, social enterprise. 7. Drawing on long-term experience of Privium Group in the land development and housing construction industries. 8. Strong track record in project initiation and completion of similar business. 9. Experienced and entrepreneurial Board and management team. 10. Networked with complementary business owners willing to operate as not for profits. 11. Diverse business strands able to be integrated in a way that is mutually beneficial. 12. Access to suitable cost-effective housing designs 13. Strong personal commitment to social justice and social change. 14. Capacity and capability to scale quickly and substantially. 15. Excellent reputation. 	<ol style="list-style-type: none"> 1. Maintaining transparency and clear lines of separation between the Privium Group and Joi Limited 2. Keeping up with the pace of growth. Multiple new initiatives being launched at once. Maintaining agility whilst ensuring systems and policy are appropriate. 3. Significant Legal and Professional Advice costs to setup the Charity to be compliant with all regulatory arrangements.

Opportunities	Threats
<ol style="list-style-type: none"> 1. Development of comprehensive system of wraparound supports. 2. Building Innovation and scale and with that having influence on government policy and legislation. 3. To build strong partnerships with other organisations to ensure a comprehensive service delivery which produces people committed to growth and self-sustainability. 4. Partnerships with Local/ State and Federal Governments willing to Grant or make available land for housing projects. 5. Significant shortfall between Australian housing need and housing availability. 6. Shortage of low-cost housing solutions for people on fixed and low incomes. 7. Shortage of transitional housing for people leaving jail, young people, domestic violence victims. 8. Shortage of appropriately designed housing for people with disabilities. 9. Shortage of stable, affordable long-term rental accommodation for older and unemployable people. 10. Provision of offering security over loans will improve housing accessibility for some families. 11. Potential to partner with service providers who can address potential threats (e.g. missed payments, unemployment) 12. Housing construction and maintenance requires services that can create paid contracts for JOII employment services. 	<ol style="list-style-type: none"> 1. Losing focus on our mission priorities. 2. Financial sustainability. 3. Keeping enterprise, training and client support synchronised and people focused. 4. Effective Coordination of a diverse range of businesses and wraparound services. 5. Some people's homelessness may be the result of extreme vulnerabilities such as gambling addictions, substance abuse and mental illness that prevent interventions succeeding. 6. FBT and Payroll exemption are built in to the Financial Model.

Weaknesses/Challenges	Action to be taken to address weaknesses
1. Maintaining transparency and clear lines of separation between the Privium Group and Joi Limited	Development, implementation and allegiance of clear set of policies and guidelines.
2. Keeping up with the pace of growth. Multiple new initiatives being launched at once. Maintaining agility whilst ensuring systems and policy are appropriate.	<ul style="list-style-type: none"> • Implementation of sound project management and communication/decision making processes. • Utilising technology solutions to stay ahead of the pace of change.
3. Significant Legal and Professional Advice costs to setup the Charity to be compliant with all regulatory arrangements.	Resolve all questions regarding administration of the Charity and its relationship to Impact as soon as possible.

Threats	Action to be taken to address threats
1. Losing focus on our mission priorities.	A system of measurement developed, through which every new enterprise, service or idea is passed to ensure it fits within Joi's main vision and goals
2. To remain economically viable.	<ul style="list-style-type: none"> • Drive sales and income generating assets for the benefit of the charitable outcomes • Rigorous accounting of financial performance • Monitor tax rule changes and advocate for tax arrangements that are in the best interests of the PBI
3. Keeping enterprise, training and client support synchronised and people focused.	Ensure appropriate and key management personnel and processes are in place
4. Effective Coordination of a diverse range of businesses and wraparound services.	As above
5. Some people's homelessness may be the result of extreme vulnerabilities such as gambling addictions, substance abuse and mental illness that prevent interventions succeeding.	Partner with and integrate a wide range of potential interventions to achieve and maintain a positive social impact.
6. FBT and Payroll exemption are built in to the Financial Model.	Ensure compliance and accountability with all regulatory agencies and maintain adherence to the Constitutional Objectives.

8 THE MARKET

8.1 Market research – Regional Level

We will use a variety of demographic indicators in order to determine the areas to concentrate our effort, and segment our operations according to the needs of individual populations. This will provide us with;

- a national overview of areas of greatest need for our employment and affordable housing initiatives
- Tell us what split of housing is required (e.g. – social v rental v affordable home ownership and the appropriate mix with traditional or existing residential development) to create vibrant and functioning neighbourhoods in the long term
- Type of employment that is most prevalent or most lacking for each area.

We will use a range of demographic tools and indicators, utilising Australian Bureau of Statistics Statistical Areas;

- Employment Vulnerability Index
- Rental Vulnerability Index
- Homeless Populations by Statistical Area
- Mortgage payments as a proportion of household income
- Household Rent as a proportion of Household Income
- Highest concentration of low wage earners (bottom 40% of earners)
- Population Growth
- Unemployment Rate
- Social Housing Concentration
- Rental Affordability Index
- Location and proximity to public amenities, schools and services

Ultimately, we will look at partnering with research institutions to develop a comprehensive GIS tool for Mapping and Identification of Need. Examples of similar models include;

Profile ID: Generates maps based on a range of demographic data for use in planning and analysis.

Housing Access Rating Tool (HART): A 20-point tool that measures critical amenities and social services within walking distance of each parcel of land. It can include access to amenities such as public transport, childcare centres, public schools, parks, libraries, grocery stores, community centres and healthcare services.

9 JOII IMPACT MEASUREMENT FRAMEWORK AND VULNERABILITY INDEXES

The Joi Vulnerability Indexes will be used to assess the vulnerability of all staff and clients who come into contact with Joi Products and Services.

The Outcomes and Impacts Measures will then be assessed against the improvement in people's vulnerability based on our interventions. The Outcomes and Impacts will be assessed across three domains;

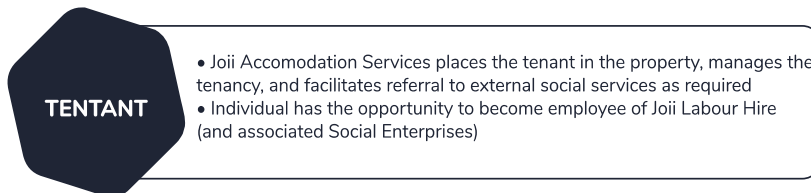
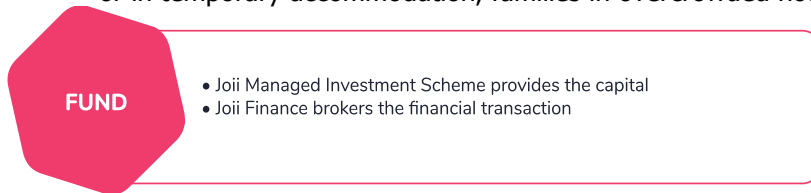
1. JHVI - Outcomes and Social Impacts
2. JEVI - Outcomes and Social Impacts
3. Joi Economic Impacts

This framework has been independently verified by one of Australia's leading social impact experts, Dr Annie Holden of ImpaxSIA Consulting, as robust and methodologically sound.

Joi Housing Vulnerability Index (JHVI)

Joi addresses Housing Vulnerability as a first step to addressing other social and economic vulnerabilities. Everyone has a right to affordable, safe, legal and appropriate housing with secure tenure. However, some people experience housing vulnerability for a variety reasons. JOII is targeting four areas of housing vulnerability.

1. **Unable to secure long-term housing solutions.** “You don’t want to own a home at this point but you do want long-term housing security; you want to be in the home for life” (e.g. people with mental illness, long-term unemployed, older people on a pension, people couch surfing or in temporary accommodation, families in overcrowded housing, people resident in illegal or unsafe housing).



- a) Outcomes Measure -
 - i) # People placed in a housing solution where they have lifetime housing tenure guaranteed.
 - ii) # Dwellings funded
 - iii) # Dwellings constructed
- b) Social Impacts Outcomes - Insecure and inappropriate housing have a negative impact on people's mental health as well as their physical and financial well-being. Because of the requirement to relocate on a regular basis occupants risk separation from community and possibly separation of families.
- c) Social Impact Outcomes Measures for those placed in long-term secure housing:
 - i) improved mental and physical health and well-being
 - ii) Improved financial well-being.
 - iii) Stronger families and stronger communities.

2. Currently renting and would like to be home owners but are locked out of the housing market or at risk of losing their home. "You want to own your own home so that you have housing security and to use as a cornerstone for your life-time wealth accumulation strategy, but there are barriers" (e.g. past poor financial record, low income or working but not financially secure¹, unemployed, too many dependents, unable to save a deposit or unable to meet repayments, working and being part of a community in a location that has become unaffordable, currently renting social housing, have cultural or language barriers that limit ability to secure suitable employment).

¹ - Has savings of less than the equivalent of three months of living costs if they no longer received their current employment income

- Medium, Low and Very Low Income Earners according to [NSW FACS definition](#)

- o Very Low; 50% or less of average household income
- o Low; 50-80% of average household income
- o Medium; 80-120% of average household income
- o Avg income depends on where you live;
 - [QLD Median Weekly Household Income](#) - \$1,402



a) Outcomes Measure -

- i) # People take up residence in a home they now own.
- ii) # People who take up the financial management services and successfully achieve savings targets
- iii) # Potential home owners approved for funding
- iv) # Homes constructed
- v) # People supported to stay in their own homes
- vi) # Home owners refinanced
- vii) # Shared equity home loans
- viii) # Shared equity home loans refinanced

- b) Social Impacts Outcomes - The inability to secure home ownership creates economic marginalisation over a lifetime and inter-generationally. Mortgage stress impacts on personal mental and physical health, family well-being and relationships. High home ownership in a local area contributes to community-building.

- c) Social Impact Outcomes Measures for those assisted to obtain or retain home ownership include:
 - i) Improved private wealth
 - ii) Improved individual mental and physical health and well-being.
 - iii) Less family violence.
 - iv) Less engagement with the criminal justice system.
 - v) Improved educational outcomes for children.
 - vi) Stronger families and stronger communities.
 - vii) Improved inter-generational social and economic outcomes.

3. **Have special housing needs but cannot source appropriately designed housing solutions in the area in which they want to live** - and which may or may not also include appropriate support services - (eg people with disabilities). Those who need specially design housing solutions that are affordable in the locations where their families and communities reside, and where wrap around services can be embedded in the housing solution, if needed.



- a) Outcomes Measure -
 - i) # People with disabilities successfully placed in appropriately designed housing solutions.
 - ii) # Places funded
 - iii) # Places constructed
 - iv) # People with appropriate support services in place

- b) Social Impact Outcomes - The inability to secure appropriate housing compromises quality of care and impacts significantly on mental health. Access to appropriate services is made more difficult.

- c) Social Impact Outcomes Measures for those assisted to access appropriate housing include:
 - i) Improved health outcomes.
 - ii) Improved mental health in particular reduction in depression and anxiety.
 - iii) Improved ability to access appropriate support services.

4. **Require specialist short term housing solutions as a pathway to more secure housing** (eg chronic homeless, family breakdown or DV victims, youth including Indigenous boys and girls as an alternative to inappropriate hostels, people transitioning out of prison.)



FUND

- Jooi Managed Investment Scheme provides the capital
- Jooi Finance brokers the financial transaction



BUILD

- Jooi Homes acts as the property developer
- Jooi Social Enterprises are contracted to complete building work, including - Jooi Roofing, Jooi Waterproofing, Jooi Property Services, Jooi Landscaping, Jooi Surveillance, Jooi Garage Doors, Jooi Bricklaying, Jooi Plumbing, Jooi Electrical, Air and Solar



SUPPORT

- Jooi Specialist Housing works in partnership with community services provider to deliver appropriate services for client group in crisis
- Individual has the opportunity to become employee of Jooi Labour Hire (and associated Social Enterprises)

- a) Outcomes Measure -
 - i) # Beds created in specially designed facilities.
 - ii) # Beds funded
 - iii) # Beds constructed.
 - iv) # Beds with appropriate support services in place.
- b) Social Impact Measures - lack of appropriate short-term housing solutions aggravates a range of vulnerabilities and increases the chances of reoffending, becoming ill again, re-engaging in a violent relationship, re-using drugs and alcohol.
- c) Social Impact Outcomes Measures for those assisted are significant and complex, and will depend on the target group but include:
 - i) Improved mental and physical outcomes,
 - ii) Increased well-being,
 - iii) Improved education and training and employment participation rates
 - iv) Reduced incidence of re-offending.

Joi Employment Vulnerability Index (JEVI)

Everyone has a right to secure and fulfilling employment that aligns their passion with their purpose and puts them on a path to financial sustainability. The goal is to develop an independent, forward thinking, and financially secure work force by mentoring and training our employees to not just be good at their job, but to achieve long term financial security. Joi has broadly based its definition of vulnerable on measures of a person's financial vulnerability, and the current eligibility criteria for JobActive employment services. These criteria include:

- Has savings of less than the equivalent of three months of living costs if they no longer received their current employment income.
- Unemployed for over 3 months.
- Retrenched within the last 3 months but has not yet found alternative employment.
- Currently a participant in a Work for the Dole program.
- Has a reduced work capacity due to disability, health or personal circumstances and/or currently classified by Centrelink as having a Reduced Work Capacity (RWC) - e.g. a principal carer or person with a disability.
- Currently classified as Stream C with JobActive employment services.
- Early School Leaver not currently engaged in education or training.
- Aboriginal and Torres Strait Islander person currently registered with JobActive employment services.

- 1) Outcomes Measures
 - a) Obtained casual employment - equivalent full-time hours
 - b) Obtained casual employment - equivalent part-time hours
 - c) Obtained full-time employment
 - d) Obtained part-time employment
 - e) Became self-employed
 - f) Improved job readiness
- 2) Social Impact Outcomes Measures
 - a) Decreased financial hardship and poverty
 - b) Decreased personal debt
 - c) Decreased homelessness and housing stress
 - d) Improved family relationships
 - e) Improved mental and physical health outcomes
 - f) Increased well-being

Joi Economic Impacts

In addition to the positive Social Impacts of Joi Housing and Employment Initiatives, there are a number of broader positive economic impacts. These include;

- \$ value of combined newly available household income available for local expenditure as a result of debt release or restructure.
- Reduction in personal mortgage debt for Joi participants.
- Increase in household wealth for Joi participants
- Increased availability of discretionary household income available for Consumer Spending for Joi participants
- Growth in Regional Employment as a result of Joi initiatives through multiplier effects
- Growth in Gross Regional Product as a result of Joi initiatives

10 FINANCIAL SUMMARY

	2018	2019	2020	2021
	Year 1	Year 2	Year 3	Year 4
Operating Revenue	Actual			
Joi Charitable Housing Model	\$0	\$2,500,000	\$5,625,000	\$11,250,000
Joi Social Enterprises	\$2,449,561	\$4,899,123	\$8,573,465	\$12,860,198
Joi Labour Hire	\$8,599,206	\$16,239,716	\$28,419,504	\$42,629,256
Total Operating Revenue	\$11,048,768	\$23,638,839	\$42,617,969	\$66,739,453
Cost of Operating Social Enterprises				
Joi Charitable Housing Model	\$1,053,595	\$3,125,000	\$7,031,250	\$14,062,500
Joi Social Enterprises	\$2,661,422	\$4,082,602	\$7,144,554	\$10,716,831
Joi Labour Hire	\$4,911,333	\$13,533,097	\$23,682,920	\$35,524,380
Total Cost of Operations	\$8,626,350	\$20,740,699	\$37,858,724	\$60,303,711
Gross Profit	\$2,422,418	\$2,898,140	\$4,759,245	\$6,435,742
Other Income				
Grants & Donations	\$301,571	\$331,728	\$364,901	\$401,391
Total Other Income	\$301,571	\$331,728	\$364,901	\$401,391
Direct Costs				
Bank Fees	\$5,877	\$11,755	\$17,632	\$26,449
Charitable Works Expenses	\$124,401	\$136,841	\$150,525	\$165,578
Donations	\$260	\$26,000	\$52,000	\$104,000
Administration Costs	\$361,220	\$811,986	\$1,420,975	\$2,131,463
Insurance	\$1,078	\$53,899	\$80,849	\$121,273



Employee Costs	\$672,542	\$811,986	\$1,420,975	\$2,131,463
Software Costs	\$411,461	\$432,034	\$453,635	\$476,317
Total Expenses	\$1,576,839	\$2,284,500	\$3,596,592	\$5,156,452
EBITDA	\$1,147,150	\$945,367	\$1,527,554	\$1,680,591
Interest	\$25,659	\$93,750	\$210,938	\$421,875
Depreciation	\$24,494	\$48,988	\$85,729	\$128,594
	\$50,153	\$142,738	\$296,667	\$550,469
EBT	\$1,096,997	\$802,629	\$1,230,887	\$1,130,123
Tax/Provision for Tax	\$0	\$0	\$0	\$0
Accounting Surplus	\$1,096,997	\$1,899,627	\$3,130,514	\$4,260,637
Capital Spends	\$50,500	\$119,685	\$209,449	\$314,173
Joi Housing Objective	\$0	\$625,000	\$1,406,250	\$2,812,500
Joi Social Enterprise Objectives	\$0	\$244,956	\$428,673	\$321,505
Joi Cash Surplus	\$1,096,997	\$1,029,671	\$1,295,591	\$1,126,632