



**An industry-wide back-up
servicer (BUS) to ensure off-grid
solar service continuity**



Spearheaded by



Photo: Kat Harrison

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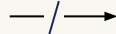
Vulnerabilities in the PAYGo model

The current PAYGo solar model creates vulnerabilities for multiple parties in the event a PAYGo company fails.

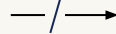
- **For customers:** Total dependency on a single provider means that if a company fails, the technology locks and the lights go out, stripping customers of essential energy access through no fault of their own.
- **For PAYGo companies:** The absence of a safety net makes it nearly impossible for companies to restructure during financial distress, turning manageable operational hurdles into total business collapses.
- **For lenders & investors:** Without a back-up servicer, operator insolvency severs the technical and field-level links to underlying cash flows, resulting in substantial capital loss and stranded assets.
- **For institutional capital:** Operator default risk is a roadblock for investors and rating agencies, preventing the massive investment needed to achieve universal energy access.
- **For governments:** Unmanaged company failures compromise national electrification targets and undermine public trust in off-grid energy as a core component of national development.



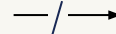
Customers



Devices (and
service)



Payments



Energy access

A professional, ready-to-act servicer

BUSco: a neutral, industry-wide pan-African backup servicer.

- **A reliable safety net.** BUSco acts as a backup for PAYGo solar companies across Africa.
- **Offering continuous operation.** After a quick step-in, BUSco maintains payment processing and system continuity when a company ceases operations.
- **Providing financial protection.** It protects investor capital by managing transitions smoothly.
- **Creating positive user experience.** Customers keep their power and stay on the path to owning their devices.
- **Professionalising the industry** through improving data quality.
- **Opening up funding avenues.** It removes major risks to attract large-scale commercial funding.
- **Lowering cost of capital.** By reducing risk, it makes it cheaper for companies to borrow from capital markets.



BUS protects:



Cash flow



Devices



Field operations

Flexible solutions for diverse funding structures

Providing critical infrastructure for both current lending needs and the future of securitization.

Off-balance sheet securitizations (SPVs)

- **The future of the industry.** While currently limited, securitization is a path to scale. BUSco provides critical infrastructure needed for this future.
- **A requirement for bankability.** For these structures, a robust back-up servicing solution is a prerequisite for institutional investors.
- **Key focus.** Securitizing receivables and managing risks specific to Special Purpose Vehicles.

On-balance sheet lending

- **Meeting latent demand today.** Addresses immediate needs for conventional lending structures utilized by DFIs, impact investors, and regional development banks.
- **Lender cushion.** Acts as a protection layer for lenders, providing a safety net in scenarios of company underperformance or operational standstill.
- **Applicability.** Relevant for traditional corporate lending to companies, or for emerging structures (e.g. loans secured by RBF revenues).

Emerging use cases

- **M300/government-financed programs.** Tailored for large-scale initiatives where high-volume public and bank financing requires enhanced transparency and servicing resilience.
- **Energy as a Service (EaaS).** A frontier model where a BUS is necessary to monitor long-term contract performance and ensure system activity.

A lender safeguard

Here's what BUSco would focus on:



Design & diligence: ensuring a fit-for-purpose BUS

- **System compatibility.** Assessing if a company's technical and operational infrastructure allows for a seamless and rapid BUS takeover.
- **Diagnostic.** Identifying red flags and risks early to ensure the BUS is viable.
- **Structural design.** Establishing core functionality, roles and responsibilities during different phases, and finalizing commercial and operational terms.



Escalation: early warning & portfolio oversight

- **Readiness audits.** Periodic test runs to ensure that if an originator or company falters, the data and field links are still live.
- **Distress detection.** Moving beyond shadow servicing to active monitoring for lenders—tracking covenant breaches and operational slippage.
- **Stages of escalation.** Pre-defined triggers guide BUS stages from standby to invocation to active servicing - the critical transition where the BUS assumes legal and operational control.

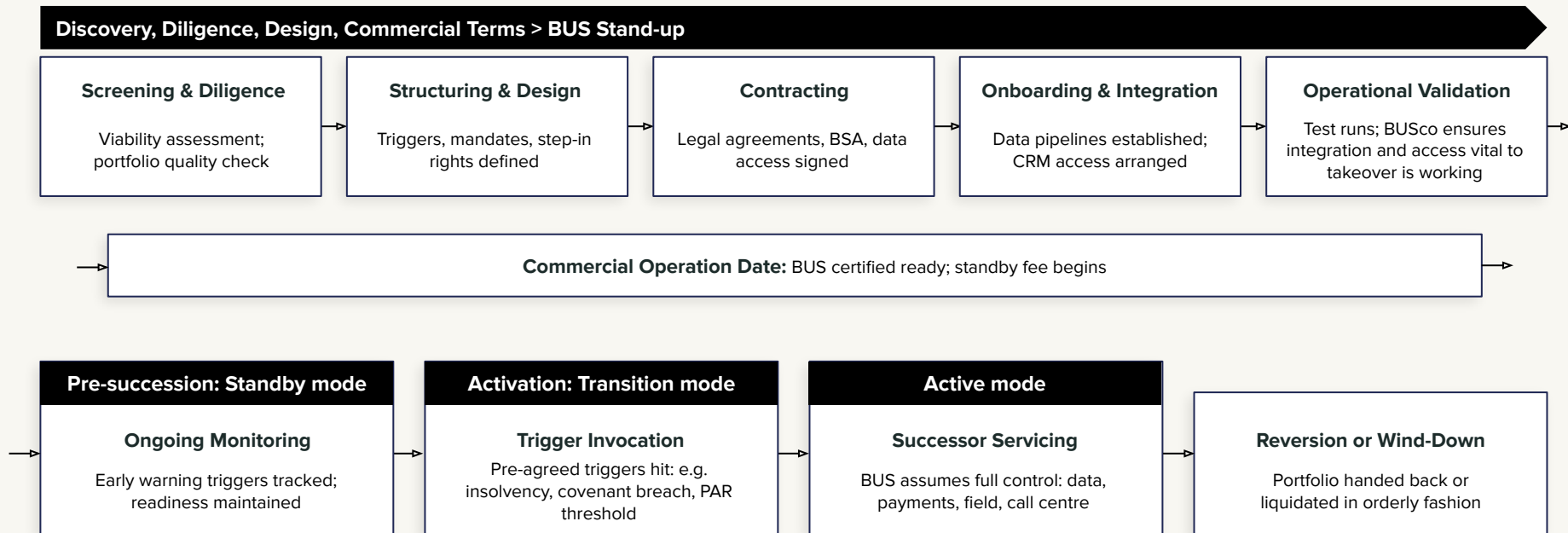


Active servicing: portfolio preservation & recovery

- **Distressed asset management.** Stepping in not just for a total collapse, but to manage distressed companies and protect lenders' capital.
- **Social impact continuity.** Ensuring that even if a company transitions or fails, the end-users (households/businesses) don't lose power.
- **Revenue restoration.** Managing the live link to ensure collections continue to flow back to the lender(s).

How the BUS works

From setup to activation.



Key design & operating principles

The BUS is built around commitments to the market, to capital providers, to companies, and to customers.



Robust capability, minimized cost

Delivers professional-grade back-up servicing with strong value for money for investors and operators alike.



Leverage existing infrastructure

Harmonized with established CRM platforms, third-party call centers, and existing field networks wherever possible.



Universal trust through neutrality

Structured as a social enterprise with clear roles and responsibilities, monitoring and triggers, determined upfront with BUSco partners - companies and lenders.



Built for the sector

Designed and delivered with market sustainability in mind. Works with sector stakeholders through early engagement to ensure standards, protocols, partnerships, and governance are shaped together — before any crisis occurs.



Investment-grade credibility

Functions as investor insurance by securing payment continuity and preserving asset value during a crisis, transforming a potential company collapse into a managed, professional transition.



Lean start-up approach

Front-loaded work to test critical assumptions — stakeholder acceptance, financial viability, and regulatory barriers — before scaling; adapting design based on evidence.

Operational components

Capability domains — each required for a credible, investment-grade back-up servicer.



**Portfolio & data
access**



**Software & digital
infrastructure**



**Financial & payment
operations**



**Hardware &
technical assets**



**Field & customer
support operations**



**Legal & regulatory
compliance**



**Governance &
strategic management**

The team

We've assembled a world-class team of industry and global expertise on BUS instruments and the PAYGo model.



- **Driving technical design of the BUS.**
- Undertook most substantive PAYGo BUS design scoping work (in 2021) and due diligence of incumbent instruments (2025) in the industry.
- Team comes from PAYGo industry, bringing practitioner lens to its work.

- **Co-developing the BUS alongside Catalyst.**
- Founding team pioneered securitization in North America, originating over \$20B in solar loans backstopped by BUS structures.
- Contributes deep knowledge of global expertise in backup servicing, commercial investor expectations, and bankable structures incorporating backup servicing.

We've mobilized institutional backers that are supporting our efforts to stand up the industry-wide BUS, underscoring investors' view that a robust BUS is a must for the off-grid solar industry.



We are seeking partners to co-develop and pilot the BUS; PAYGo companies to pilot with us, investors and lenders to embed the BUS into financing structures.

Get involved and/or ask us questions.

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