ALPHA ZULU RoPAC

The Sea is Our Highway

Values-Aligned Investor Identification, Screening & Strategic Fit Assessment *VISTA (Values-aligned Investor Screening & Strategic-fit Assessment) is our reverse due diligence process for evaluating prospective investors.*

Caribbean owned. Caribbean built. Caribbean operated. Caribbean crewed.

1. Purpose

To identify, assess and select investors and strategic partners whose values, financial capacity, capabilities and long-term interests align with Alpha Zulu RoPAC's mission to develop Caribbean-owned maritime infrastructure, shipbuilding and industrial capacity, and regional connectivity, while preserving Caribbean ownership and effective shareholder control.

2. Strategic Rationale: Reshoring and Caribbean Resilience

The COVID-19 pandemic exposed the vulnerability of Caribbean economies to distant supply chains, external production dependencies and international transport networks over which the region exercises limited control. The imperative for strategic resilience extends beyond bringing essential supplies closer to home: it requires developing and reshoring strategically important infrastructure, shipbuilding, manufacturing, maritime technology and operational capabilities within the Caribbean.

Alpha Zulu RoPAC aims to help establish capacity to build, operate, maintain and support vessels serving Caribbean requirements, alongside industrial supply chains, skills and logistics networks. International capital and expertise are welcome where they strengthen Caribbean capability, reduce critical dependencies and preserve regional decision-making authority.

3. Ownership, Shareholding and Control

Caribbean and diaspora ownership: Prioritise participation by Caribbean individuals, enterprises, institutions and members of the related diaspora.

Effective shareholder control: Preserve the agreed controlling position of Caribbean shareholders through shareholding, voting, board, reserved-matter, dilution and exit safeguards.

Strategic autonomy: Avoid disproportionate dependence on any external investor, technology provider, shipbuilder, supplier or intermediary.

Industrial participation: Build Caribbean skills, employment, enterprises, technology and supply chains.

Intergenerational participation: Where appropriate, create opportunities for entrepreneurs, SMEs, women, youth and future generations.

4. Investor Values and Strategic Compatibility

Integrity and values: Ethical conduct, transparency, accountability, respect for Caribbean agency and compatibility with founding principles.

Strategic and commercial synergy: Complementary expertise, market access, relationships, execution capacity and knowledge sharing.

Caribbean industrial development: Support for regional shipbuilding, local suppliers, technical skills and economic value retention.

Financial and partnership compatibility: Credible funding capacity, compatible investment horizon, governance, returns and exit expectations.

Sustainability: Safe, compliant, commercially viable operations and practical pathways toward fossil-fuel-free maritime infrastructure.

5. KYC and Due Diligence

Conduct proportionate, risk-based verification of identity, legal standing, beneficial ownership, source of funds and, where appropriate, wealth; applicable sanctions, politically exposed person and adverse-media screening; relevant litigation, insolvency, regulatory or reputational concerns; conflicts of interest; financial capacity; strategic dependencies; and acceptance of governance and control safeguards. Unresolved material concerns require review before proceeding. Mandatory legal, integrity and ownership requirements cannot be offset by scoring.

6. Investor Assessment Matrix

The following indicative weights support consistent comparisons. KYC, legal compliance and mandatory ownership safeguards remain separate pass/fail gates.

Criterion	Weight
Values alignment and integrity	20%
Caribbean ownership and control compatibility	25%
Strategic reshoring and industrial capacity	20%
Commercial and technical synergy	15%
Financial capacity and commitment	10%
Caribbean development and sustainability	10%
TOTAL	100%

7. Investor Classification

Preferred strategic investor: Strong alignment, financial capacity, satisfactory diligence and clear strategic contribution.

Potentially suitable investor: Promising alignment requiring further diligence or negotiation.

Capital-only prospect: Credible finance but limited strategic contribution; evaluate proposed terms carefully.

Not aligned: Material conflicts, unacceptable control implications or unresolved integrity risks.

8. Strategic Fit and Synergy Mapping

For each qualified prospect document: identity and beneficial ownership; investment objectives; financial capacity and structure; commercial, technical and institutional synergies; contribution to Caribbean reshoring and shipbuilding; governance and control implications; key risks and safeguards; and recommended next steps.

9. Governance and Investment Approval

Review ownership, voting and board rights, reserved matters, intellectual property and licensing, operational dependencies, share transfers, dilution, exit provisions and long-term Caribbean control. Incorporate enforceable protections in governing documents and transaction agreements, subject to legal review.

10. Intended Outcome

Build a qualified network of values-aligned investors and partners that mobilises capital, technology, expertise and commercial relationships while preserving Caribbean ownership and effective control, strengthening indigenous shipbuilding and maritime capability, and retaining a greater share of economic value within the Caribbean and its related diaspora.

Alpha Zulu RoPAC is seeking more than investors. It is seeking aligned partners in a Caribbean-led maritime enterprise whose ownership, capabilities, opportunities and long-term value remain anchored in the Caribbean.