



—
**BLUEBERRY
CAPITAL
INC.**
—

company profile

Photography: **Vicky mokbel**®

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PROFILE SYNOPSIS

t h e m a n



Photography: **Vicky mokbel®**



PIERRE ANTOINE ABOUJABER
(referred to herein after as "PAJ")

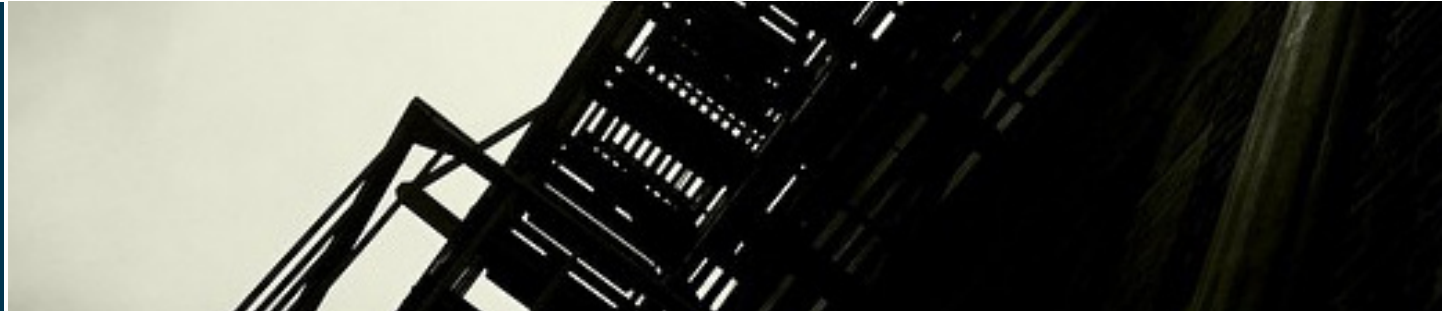
After graduating from the Lebanese university of Beirut with a B.A. in international finance in 1985, PAJ pursued his education by following special courses in Finance and money management at the AUB keeping up with the academic update until he's got an Executive Master of science in Finance (MSF) from the ESCP-EAP Paris in 2001.

PAJ started his career in banking early 1983 at Bank of Beirut to end up as a money treasurer in the capital markets division in 1988.

By 1992 PAJ resigned to establish the family real estate company without neglecting his banking career where he landed once again in Bank of Kuwait and the Arab World in 1995 as a regional manager boosting the banks' deposits and broadening its corporate asset base from 100 Mio\$ up to 400 Mio\$.

In 1998 PAJ got the opportunity to join a well known growing bank in Beirut "UBL" operating under the umbrella of Saudi owned financial company "Ark Financial Group Holding sal" to head the executive corporate division at the very start, moving ahead by 1999 to head the investment banking division as a first Deputy General Manager. During his latest mission statement in the Investment banking at UBL PAJ acquired the best experience in Acquisition, Restructuring, Privatization, BOT, DBOT and Venture Capital thru which he got exposed to int'l Capital and Real Estate markets. Assets and liabilities under his management reached an aggregate amount of 1 Billion US\$.

C h a i r i n g
V e n i n v e s t



Photography: **Vicky mokbel®**

PAJ started his
career in banking
early 1983

Late 2000 he resigned for the sake of an exclusive and unique opportunity to establish and lead as a shareholder an investment company “Ven.Invest Holding” (Referred to herein after as VEN) with a diversified Asset Portfolio that reached within a short period of time a total asset value in the amount of 500 Mio US\$. VEN was owned and still by a group of prominent Lebanese immigrant Bankers and businessmen from Venezuela.

PROJECTS EXECUTED UNDER PAJ MANAGEMENT AND PARTNERSHIP WITHIN VEN SINCE YEAR 2000

In 2001 he structured under VEN one of the largest real estate investment projects in tourism for Lebanon known as “Port d’Amour, Beach Hotels and Resorts” dealing with an estimate budget in the rough of 125 million US\$.

A whilst after leading a soft take over “Liban-Post” originally owned by SNC Lavalin Canada in 2003, he lead VEN to venture with leaders European DEKRA Stuttgart and VERITAS France signing up for the vehicle inspection DBOT bid in Lebanon. By end of same year PAJ put up together a major real estate take over within Beirut Central District “Solidere” which was qualified as the best opportunity ever closed at that time. Said opportunity has been developed as a five stars Design hotel managed by Campbell Gray Hotels ltd. UK under “Le Gray Hotel” which operations kick-off took place late November 2010. Ever since, Le Gray is leading the luxury hotel industry in Beirut.

C h a i r i n g
V e n i n v e s t



Photography: **Vicky mokbel®**

In 2007 PAJ
structured
and
engineered
over a 100
Million \$
CMBS

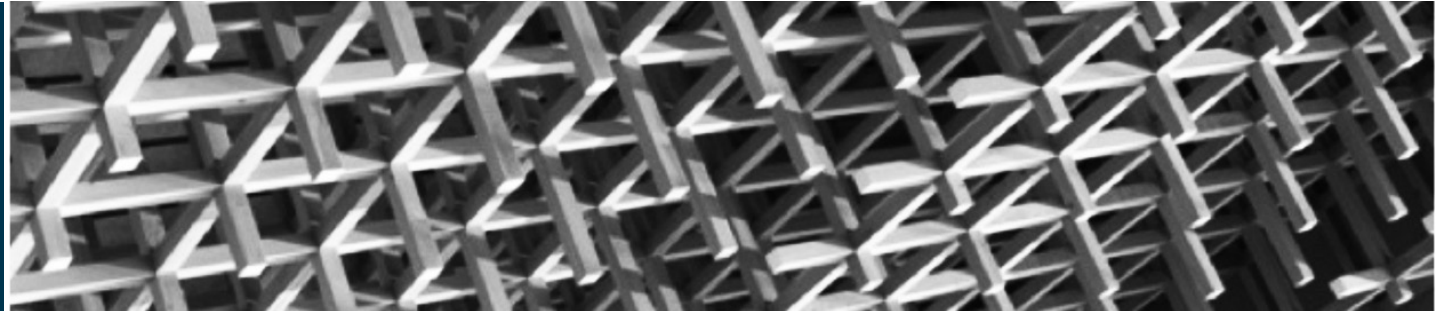
Late February 2005 in the aftermath of President Hariri's assassination, PAJ lead the company to another significant land acquisition (assigned for community gated residential development-"Al Wadi Grand Residence") within Solidere which was considered by market makers as a GO to the real estate market opening up investment appetite to each and every believer in Lebanon worldwide. Said acquisition was developed as a 66000 sqm luxury community gated development in the heart of Beirut skimming an investment in the amount of 150 Mio US\$. PAJ conducted a full scheme of corporate and construction management to the development of the project. He was running a structure of 2000 employees (among which 100 engineers) during construction period until completion.

In 2007 PAJ structured and engineered over a 100 M \$ "Avant Premiere" ABS (Asset Backed Security) deal in Beirut for "Le Gray" project (Down Town) with the BESEC Securitization team (Subsidiary of BEMO Bank Beirut) which closing was expected to take place a bit later than the 2008 August CDs' crash.

NOMINATIONS SINCE YEAR 2000

- CEO and Board Member Caroni tourism Development sal
- CEO and Board Member Caroni tourism development Holding
- CEO and Board Member Serene Real Estate sal
- CEO and Board Member Ven.Invest Holding
- CEO and Board Member Kabchi Group Holding

duties
and
responsibilities



- CEO and Board Member Airport Mall sal
- CEO and Board Member Airport Mall Holding
- CEO and Board Member Mena Capital sal
- CEO and Board Member Saint Nicolas Development sal
- Founding Member of the Federation of Human and Humanitarian Rights (member of the Federation Internationale des Ligues de droits de L'homme)
- Founding Member of the Neonate fund AUMB (subsidiary of the American University of Beirut)

DUTIES AND RESPONSIBILITIES OF PAJ DURING LAST 15 YEARS

STRATEGY AND PLANNING

- Define the business mission and business strategy of the group of companies company
- Chair all strategic and policy meetings relating to the company's operations
- Prepare the annual budget of the company and submit to the Board for their approval
- Execute any planning activity as assigned by the Board
- Develop business plans of the company as a whole
- Establish budgeting policies and procedures

duties
and
responsibilities



MONITORING AND CONTROL

- Co-ordinate with managers for preparation and monitoring of operational and financial budgets
- Ensure that sound policies, procedures and internal controls are effectively employed for proper execution of duties, responsibilities and attainment of overall goals and targets
- Review and approve proposals and recommendations from managers
- Review the activities and performance of the different departments of the company and decide on the actions to be taken
- Manage and co-ordinate between all personnel in the organization to ensure that full utilization and maximum performance is achieved
- Review and approve MIS reports and take appropriate action

BUSINESS DEVELOPMENT

- Initiate and approve studies and proposals for the development of new and existing business
- Explore new business opportunities in terms of diversification of services offered by the company and ensure continuity of existing services
- Develop business relationship with other local and international firms
- Ensure satisfaction of the clients at the highest level in terms of quality services
- Monitor on a regular basis the business development, customer servicing and satisfaction, operational control and quality control activities
- Review periodically the marketing strategy and recommend changes where necessary

duties and responsibilities



Photography: **Vicky mokbel**®

COMPANY REPRESENTATION

- Develop and project a corporate image in the local and international market consistent with the business objectives of the company
- Sign on behalf of the company on the contracts and transactions in accordance with the authorities specified to him
- Attend internal board meetings and make presentation to the board

FINANCE

- Lay down structured finance strategies syndicated loans and securitization instruments for Debt restructuring purposes, project financing, acquisition and Venture Capital for start-ups and new project developments
- Ensure that the company is adequately financed to carry out the objectives and implement the Boards' related decisions
- Review and approve annual operations, investment, manpower and capital budgets of the company
- Review market and financial results of the company, and initiate and approve corrective measures as appropriate
- Approve the annual financial statements for audit
- Review and approve monthly and quarterly accounts noting the position of expenses and income and financial positions of the company and present them to the Board

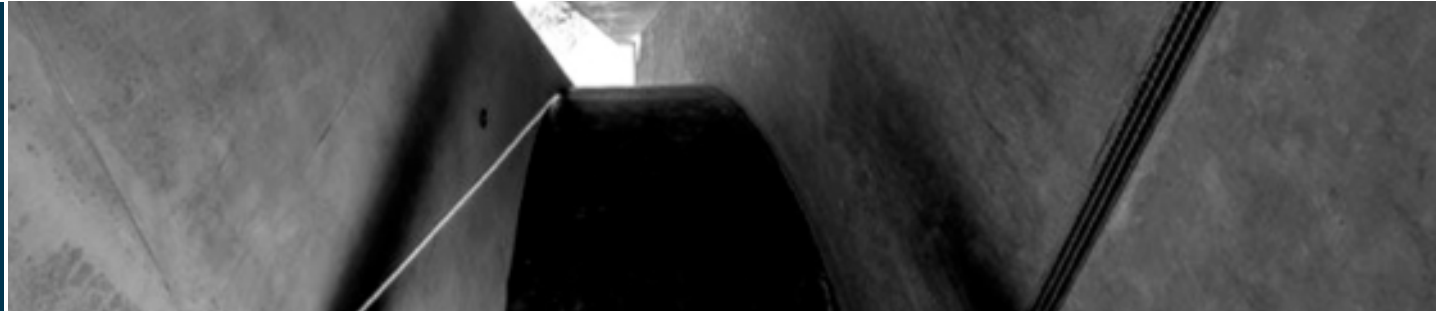
duties
and
responsibilities

- Review and approve final accounts and balance sheet during 3 months of the company's activity and its achievement during the year and submit it to the Board of Directors
- Install appropriate financial systems and controls in the operation of the company
- Review and recommend changes to the departmental budgets and budget of the company and seek the Board approval
- Sign/co-sign checks of the company
- Review, recommend and sign annual financial statements of the company

PERSONNEL AND ADMINISTRATION

- Select, develop, motivate and retain a management force capable of achieving the business objectives
- Define the authorities and duties and responsibilities of all the employees
- Review and give the final approval for appointment of personnel, their salary entitlements, salary reviews and termination
- Review and approve human resource policies, systems and procedures for the company
- Monitor the implementation of the policies and procedures adopted in the company
- Lead and motivate the workforce in the company
- Appraise the performance of personnel directly reporting to him
- Review the performance appraisal report of other employees

duties
and
responsibilities



—
**BLUEBERRY
CAPITAL
INC.**
—

“PAJ resigned in 2013 to establish his own Private Equity Firm.”

GENERAL MANAGEMENT

- Ensure a management succession plan has been developed for each of the senior positions
- Execute leadership responsibilities in the following ways:
- Provide direction by building and communicating a desired future state and mobilizing team members around that state
- Equip people by building the desired competencies, behaviors and interaction amongst team members
- Empower people by delegating responsibility and accountability to make decisions or take independent actions, through building trust and respect
- Encourage by motivating and inspiring team members to perform, rewarding and recognizing staff for contributions to a common cause or individual | team performance

PAJ headed VEN as a Partner and C.E.O. thru his mission stated above from July 2000 until September 2013 when he resigned to establish his own Private Equity Firm. PAJ has recently incorporated a private equity firm “Blueberry Capital Inc.” with a Capital base of 5000000 \$ and a Capital commitment by its major shareholders (99.99% owned by BCI Holding) in the rough of 10.000.000,- US\$ over 3 years period. Debt engaged by bankers is equivalent to committed equity. He will be chairing both companies “BCI s.a.l” and “ BCI Holding s.a.l.” with a chairmanship and CEO capacity. BCI s.a.l. and BCI Holding benefits range between 5 to 20% non-diluted sweat equity with other auxillary benefits ranging from structuring and finding fees up to debt / equity placement fees.

PAJ PERSONAL INVESTMENT ARM “ABS HOLDING”



BIG THINGS HAVE ALWAYS SMALL BEGINNINGS

a b s
h o l d i n g



Photography: **Vicky mokbel®**



ABS HOLDING partner and acting chief executive officer thru its chairman Pierre Boujaber in Ven. Invest group has initiated and achieved three massive projects worth US\$ 350 million in Lebanon since 2003.

Its vocation was geared towards investing and enhancing the real estate sector with a particular focus on the Lebanese market. The shareholders of Ven.Invest are Lebanese and came to Lebanon during the year 2000 upon the call of Pierre Boujaber, who used to managed their assets within the Saudi Ark Financial group holding, to establish this investment company. Even though the political and social issues dismayed the country, the group had immense confidence in Lebanon and persisted in achieving the three projects: 'Le Gray' a 5-star Boutique Hotel, 'Al Wadi Grand Residence' [gated community development within BCD] and 'Port D'Amour' [a 5 star hotel & Beach resort].

A dark blue geometric shape, resembling a triangle or a trapezoid, is positioned in the lower-left quadrant of the slide. It has a sharp point at the top and a diagonal edge separating it from the rest of the slide.

BLUEBERRY
CAPITAL INC.
"THE FIRM"

t h e
f i r m

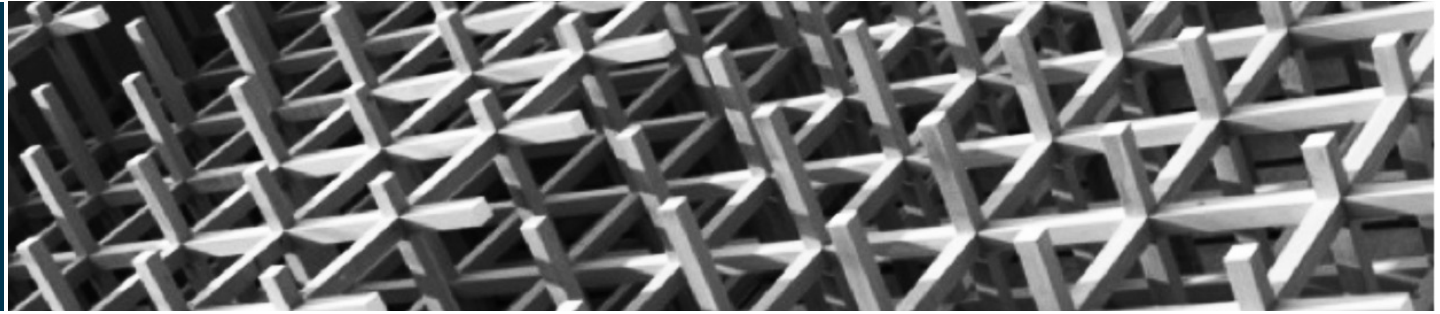


The core

BCI is an investment banking boutique whose owners and managers have over thirty years of aggregate experience, gained in the banking sector, venture capital and real estate development, in advising on the development of green field and existing projects and on the restructuring of companies in various sectors (including but not limited to real estate, retail, tourism, manufacturing) in addition to raising equity and debt financing.

Blueberry Capital chaired by PAJ is the project promoter and creator of all vehicles subject to fund raising and development. Pierre a seasoned investment banker, involved in several successful investment opportunities and the driving force behind the famous 3 projects as previously defined in early pages. Renowned to have excellent personal skills in financial engineering, architecture, interior design and food.

t h e
f i r m



Aim of the firm

The aim of the firm is to acquire distressed real estate in Lebanon and the Levant, to place significant stakes in Lebanese companies throughout total/partial acquisitions and mergers, boost it by branding, expand its shareholders capital base through-out the expansion curve and flip it by total or partial exit at later maturity stage, or start up new ventures according to the Investment policy strategy or by exception to Board specific resolution.

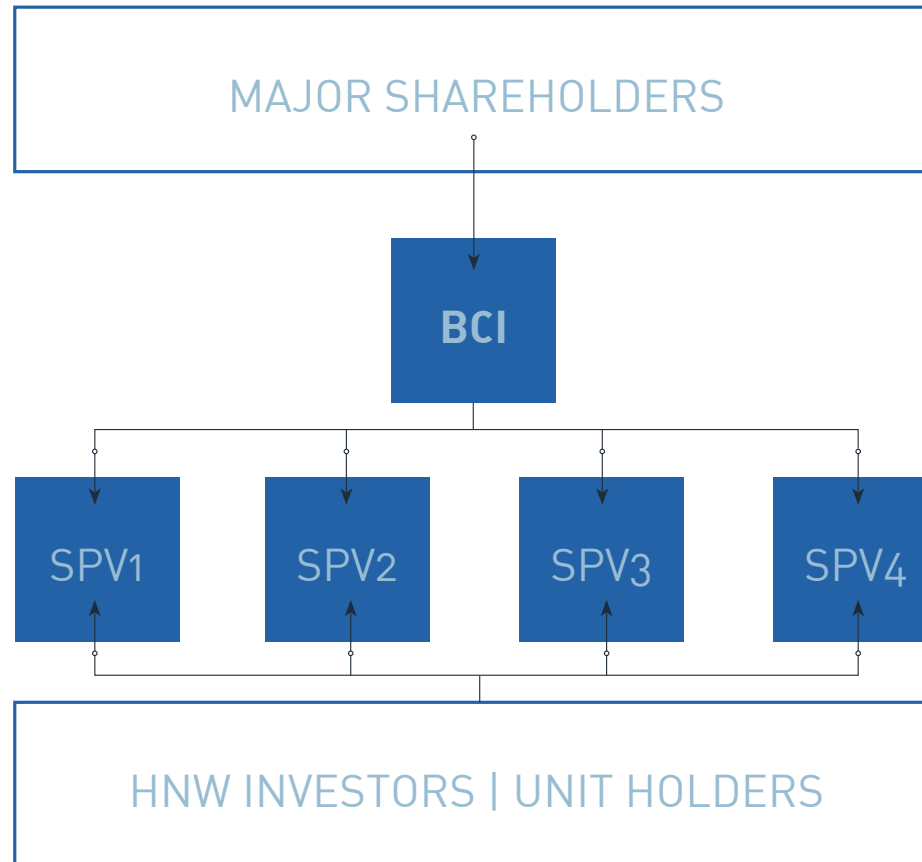
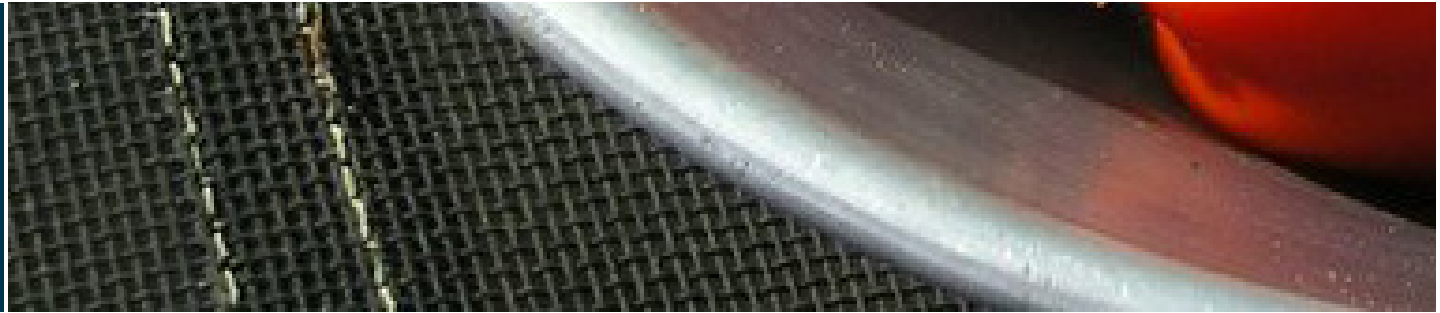
t h e
f i r m



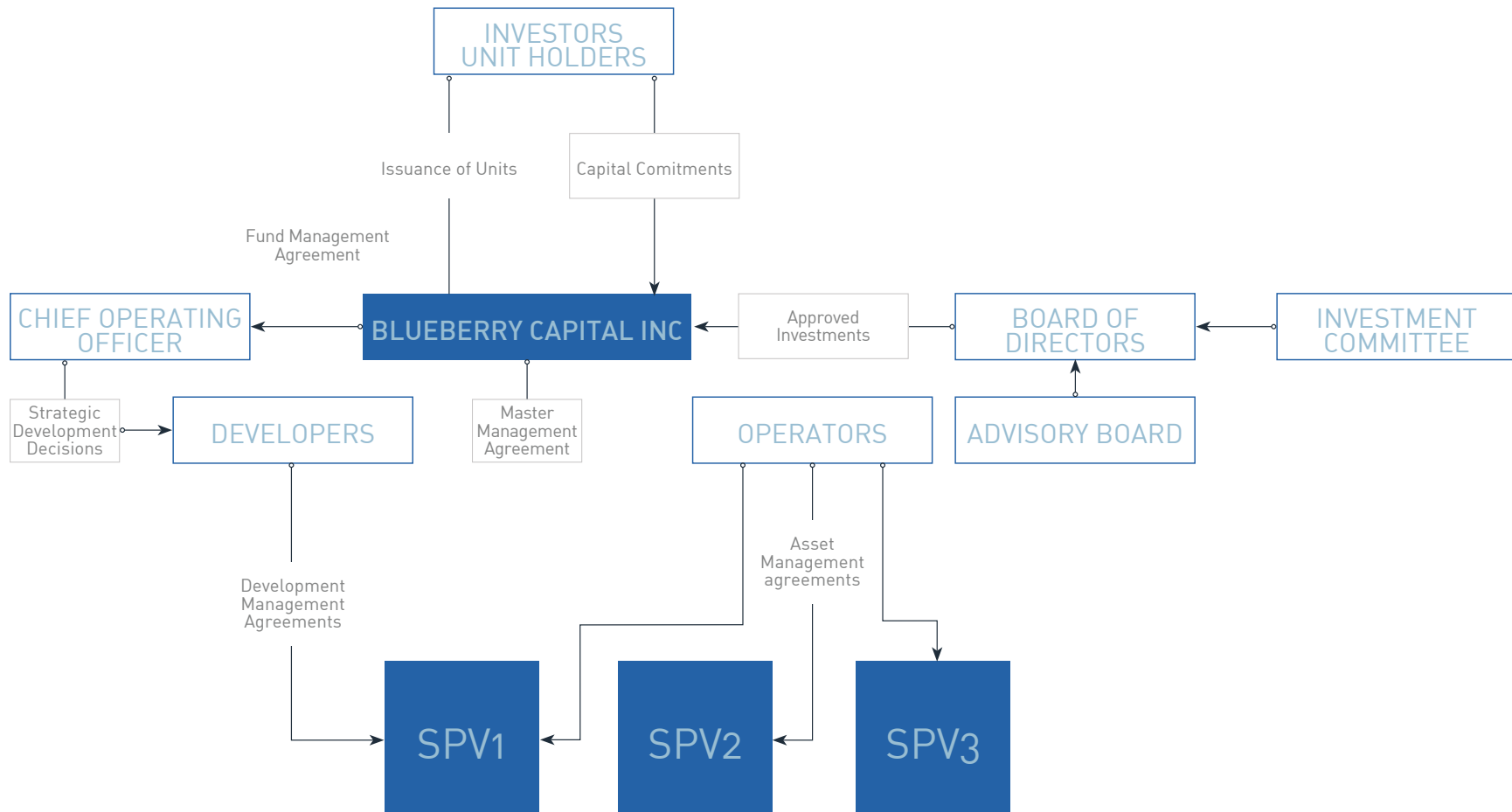
Aim of the firm cont.'d

- . The Firm will invest in Lebanon and the Levant and will provide investors with:
 - A well diversified investment portfolio of hospitality properties, agri-businesses, It and Digital Media, both geographically and in terms of category and use as well in growth sectors' companies
 - A leading operator of these Operations, with proven expertise
 - An expected return in excess of 20% gross IRR
 - Value creation at all stages, from acquisition, to design, to development, to optimized operation
- . The Firm will lay down a critical path based on which it will exit the investments on a case by case depending on SPV nature either through public listing (IPO or traded fund), sale of individual properties, a collective trade sale, or refinancing thru structured finance availability products
- . Exit from one or several Properties or Companies could occur at any time during the life span of the SPV and at any stage of development or operation, hence the focus of management on constant value creation throughout the SPV term
- . Once an investment is exited totally or partially, the net proceeds shall be used either to pay back loans or to pay back Investors based on SPV's board resolution

t h e m a i n
f u n d i n g
s t r u c t u r e o f
t h e f i r m



the main
legal chart
BCI manager
/ SPVs



SPVs
summary
of terms



The SPV Structure	Joint stock incorporated according to Lebanese laws/or to prevailing law in country of origination
SPV shareholders' base	The SPV's shareholders' base comprises the Investors' Sponsors (50% of the Main capital base) , the High Profile Investors (Strategic 30% of the SPV Capital base) and the Unit-Holders (20% of the SPV capital base). This % base may change every now and then.
Objective	The objective of the BCI is to provide its Investors (Sponsors & Major)/Unit-holders an opportunity to invest in hospitality & commercial real estate developments, in IT & Digital Media and in growing agri-business sectors with potential long-term capital appreciation through value creation at all stages
Target Internal Rate of Return ("IRR")	In excess of 20% gross IRR
Target Size	BCI aims at raising up to USD 10 million US\$ by issuing many units of US currency pattern depending on SPV investment size
Leverage	Leverage will be a maximum of 100% of the invested equity capital
Locations of focus	Lebanon/Levant
Sector Focus	BCI will invest in Agri-Business Digital Media hospitality and commercial real estate developments, and will opportunistically invest in real estate components that are believed to improve the Firm's and the SPV's IRR

SPVs
summary
of terms



Exit strategy	BCI will exit its investment through public listing [IPO or traded fund if any], private equity, sale of individual properties, a collective trade sale, or refinancing thru structured finance products
Promoter	BCI being the Private Equity Firm arranging promoting developing and supervising
Manager	BCI shall manage until exit all underlying Assets whereas operations shall be assigned to professional operators according to DOA's approved by the board
Properties Operator	An independant entity or a subsidiary affiliated or sister companies, will charge its management fees to each property of the SPVs separately, and shall operate the properties on an exclusive basis according to special protocol approved by BCI board
Term	5 to 8 years from final closing of the acquisition with a two one-year extension provision
Minimum initial investment drawdown	To define upon lock-up agreement
Drawdown period	To define from date of closing
Commitment period	To define at investment agreement closing

s u m m a r y
o f B C I
f e e s



BCI Fees	Annual Operating management fee up to 2% of all capital commitments per SPV Up-front Structuring fee of 1.5% of total capital commitments
Carried Interest	Debt Arrangement fee of 0.5% to 1% of total debt arranged Up to 20% of the capital gains as carried interests (may be converted to sweat equities] Hurdle rate 8%
Board	The SPV Board shall be constituted of 5 members of which the Investment manager (BCI) shall appoint its majority in accordance with relevant laws and regulations, and shall at all times and under all circumstances maintain a majority on this Board, whereas the SPV's high profile investors shall nominate 2 members.
BCI Underlying Assets	SPIVs (Special Purpose Investment Vehicles) referred to herein after as SPVs shall be owned totally or partially by the Firm as allowed by the Board.
SPVs Leverage	Maximum Leverage by SPV is 50% of aggregate Investment size
Regulator	NONE
Tax Consultants	Daher & Partners/PWC
Legal Advisors	Azar & Bambino

m u l t i -
e x i t
s t r a t e g i e s



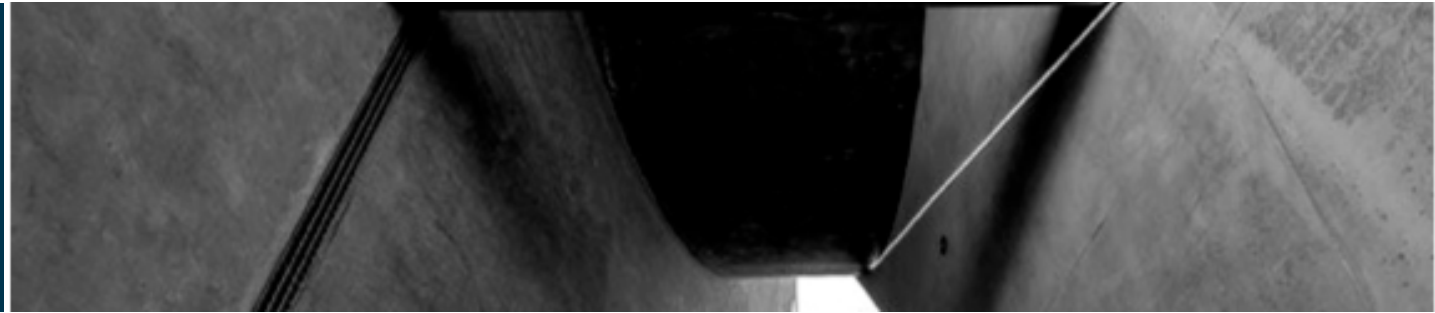
BCI will lead the
SPVs to exit the
investments either
through:

- an IPO, by converting the Fund into a Lebanese Joint Stock Company
- Public listing of the Fund
- the sale of individual properties, as can be the case when the right investor is identified (e.g. high net-worth individual seeking to acquire brand-new operating 5-star hotel)
- a collective trade sale, as some institutional investors could be interested in the purchase of a portfolio of hotel properties
- extracting cash by re-financing through sukuk, or sale-lease back arrangements as the Properties are anticipated to gain refinancing potential as soon as their generated cash flow stabilizes

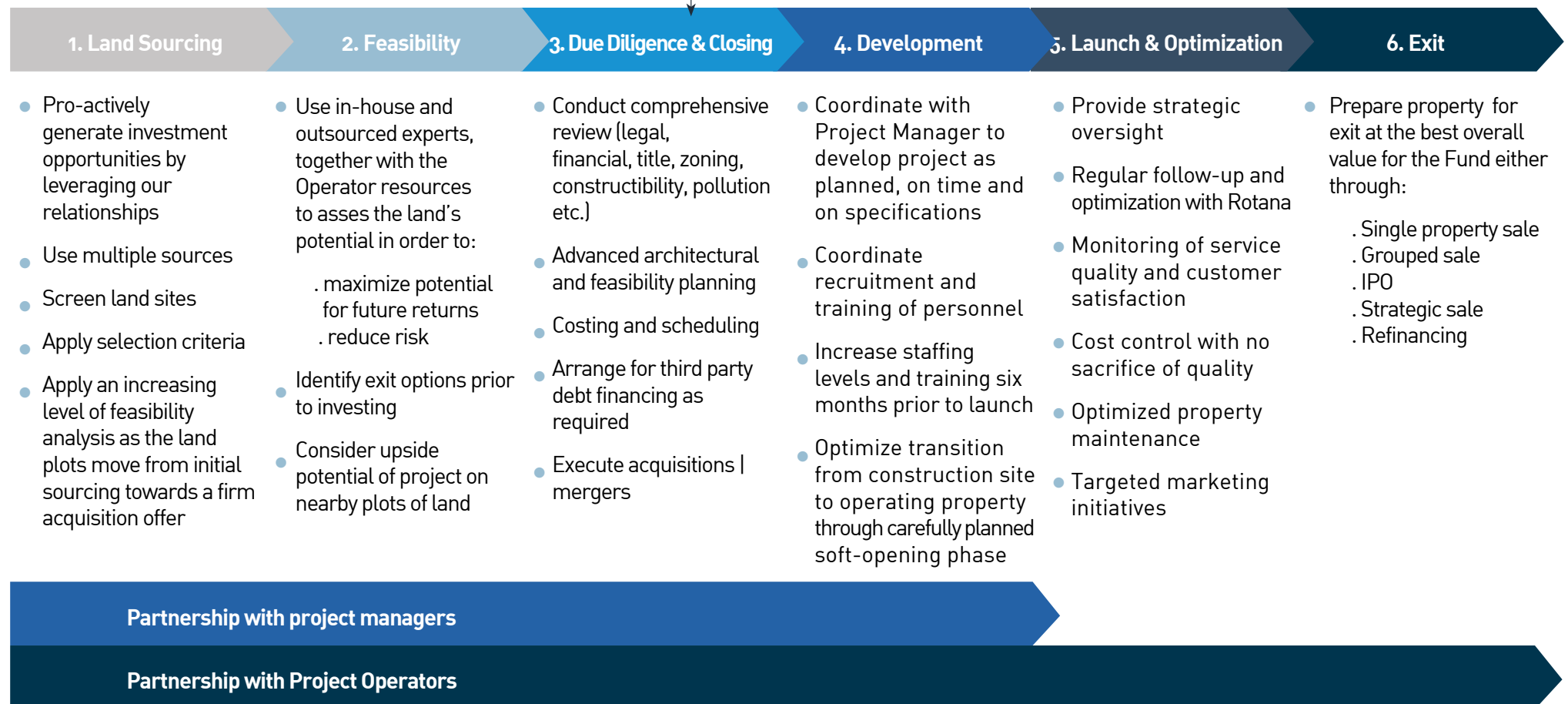
BCI will seek to maximize re-sale value, which could occur at any time during the lifecycle of the Property by constantly striving to drive the development process forward and add value to the properties. With both geographical and star-rating diversification, the Properties will be attractive to multiple types of private and institutional investors

Whether Individually or collectively, the completed or under-construction projects are anticipated to attract investor appetite for recently-opened or soon-to be opened, with no operational uncertainties

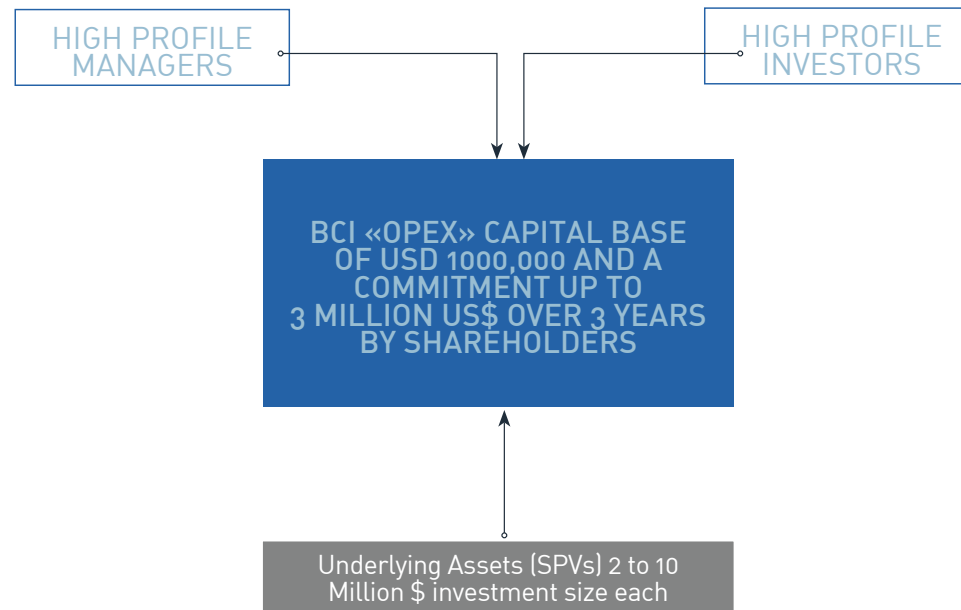
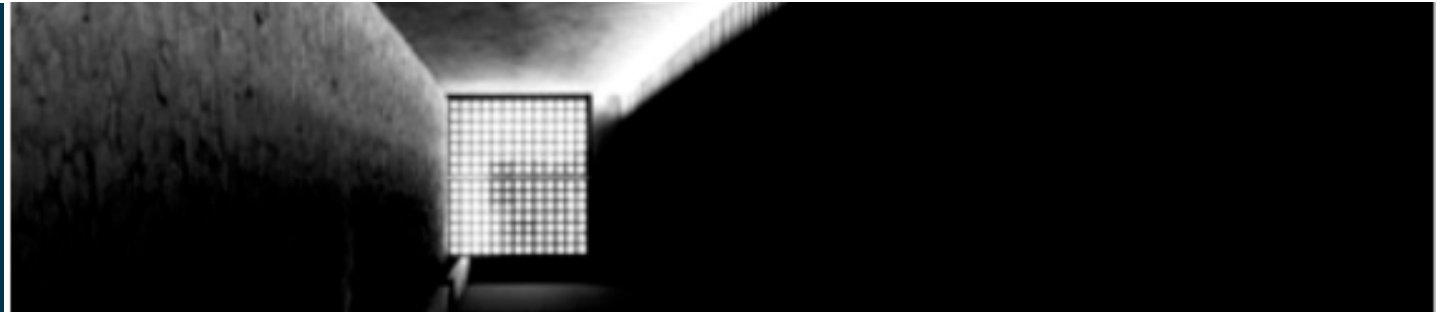
the
development
investment
cycle



ACQUISITION



pe proposed
financial
structure



M a n a g e m e n t



- BCI shall be managed by a team of professionals
- With real estate finance and Asset Liability management expertise, whose task will be to CREATE and or Identify opportune investments, perform due diligence, run feasibility analysis on Projects and defend these Projects with the Investment Committee, and if asked for, with the Fund Board.
- The Investment Committee shall be appointed by BCI Board as it shall review the proposed investments and submit them to the Board for approval
- An Advisory Board might be appointed by BCI board, as it would enrol up to 3 professionals with expertise in Agri-Business, Real Estate, Hospitality, Retail, Finance, I.T. Digital Media and/ Law. Its role will be to help guide and evolve the investment strategy of the Firm in line with the evolution of the markets.

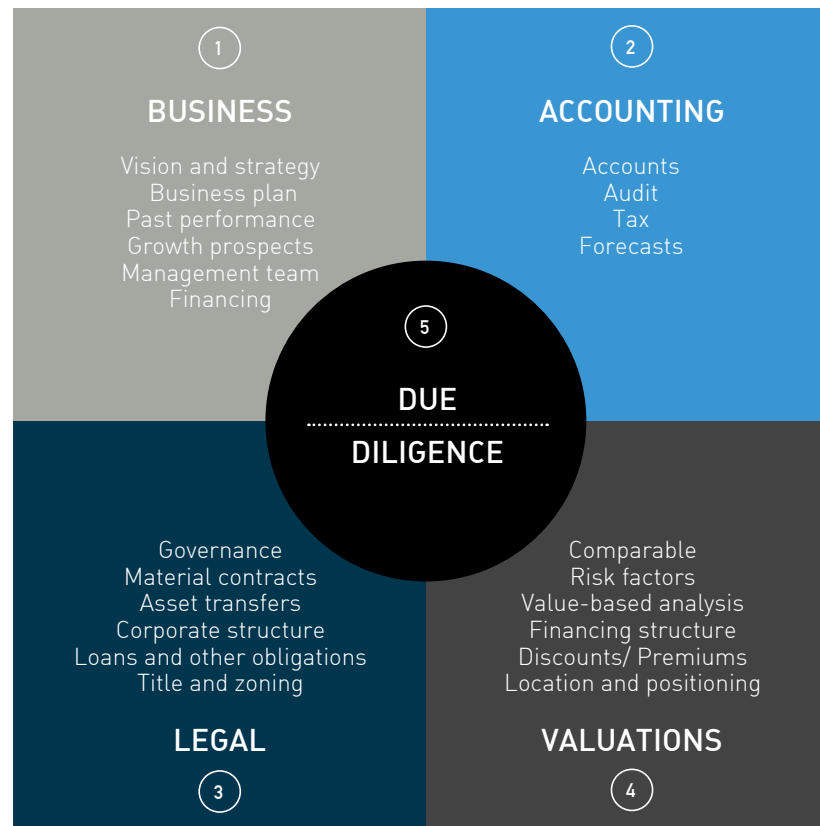
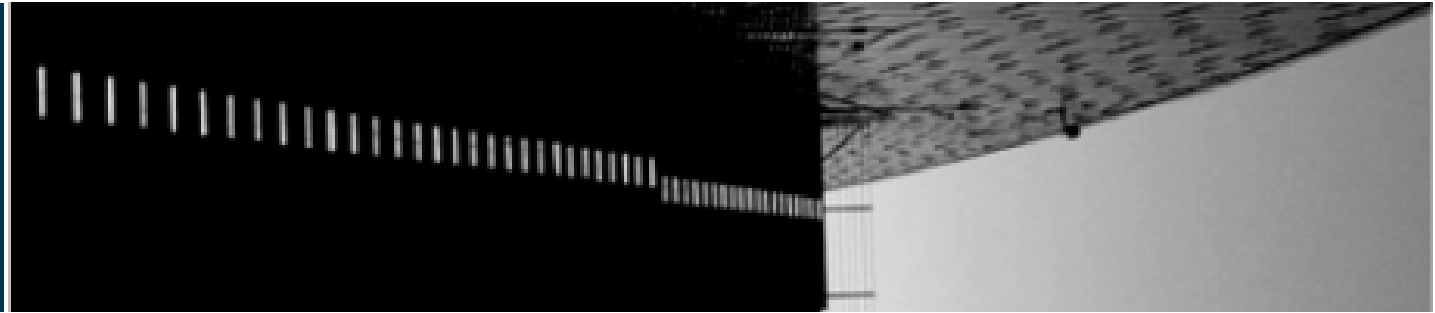
T r a n s p a r e n c y



BCI will be financially managed with maximum transparency through:

- Rigorous process for Investment selection subject to internal and external valuation, as appropriate
- Rigorous process for contractors selection with independent auditors
- Communicating to Investors investment decisions and developments in the SPVs
- Regular financial reporting to Investors/Unit-holders
- Regular internal audits
- And annual audit by a first-rate international audit firm and computation of Net Asset Value

t h e d u e
d i l i g e n c e
c o m p o n e n t s



o u r
p h i l o s o p h y

BCI will:

- Target to selectively invest in key developments with high potential Returns as validated by feasibility studies
- Join forces with strategic developers and Operators to optimize the planning, the execution and the kick-off of the projects' operations
- Team up with local experts to create a partnership built on integrity, trust, mutual respect and alignment of long-term objectives
- Look to realize the targeted value in 10 years

o u r
a p p r o a c h



Our approach is based on a careful assessment of each Operation's:

- strategic fit within the portfolio
- strength of the value drivers (location, existing and anticipated demand, land price, development costs, timing, project quality in case of real estate or assessment, due-diligence-turn-around cost-feasibility and debt to equity engagement in case of start-ups or buy-in)
 - skills and capabilities of the execution team
 - the existing and anticipated competitive landscape
- availability and quality of information to support decision making



**MAXIMIZE
VALUE
CREATING
OPPORTUNITIES**

t h e
p r i n c i p a l
f o c u s
a r e a s



FINANCIAL ENGINEERING

- . Optimize capital structure
- . Inject necessary funding
- . Implement risk management tools (e.g., hedging, balance sheet exposure)

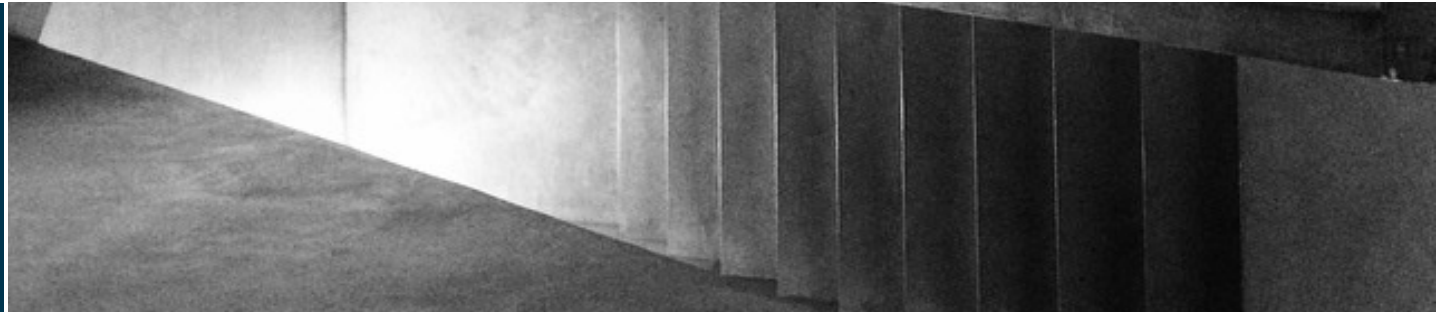
OPERATIONAL OPTIMIZATION

- . Plan and control the delivery of underlying projects on time and according to specifications
- . Coordinate and optimize the operations of project managers developing the UPs
- . Oversee the recruiting and training of the human resources to operate optimally the UP
- . Review, maintain and improve the service quality standards

GROWTH OPPORTUNITIES

- . Capture the positive impact of the UPs by acquiring larger size projects
- . Create synergies by considering complementary projects types close to each other
- . Adapt to evolving market conditions and changing customers' tastes

t e c h n i c a l
a s s i s t a n c e
l i s t



Business Communication Advisors

MC SAATCHI



Technical Advisors

JPA | FRANCE DAHER & CO



Co-Arranger and Co-Venture Capital

AT MARKET



Auditors

EARNEST & YOUNG CAP GEMINI



Independent reviewing accountants

ETS. ANTOINE DAHER



In-House Legal Advisors

OBEID & MEDAWAR | FAWZI METNI | ALINE EL



Real estate lawyers

KHOURY ALINE EL KHOURY



Law firm cabinet

OBEID & MEDAWAR LAW CABINET



Custodian & Administrator

AT MARKET



Underwriter & Escrow agent

AT MARKET



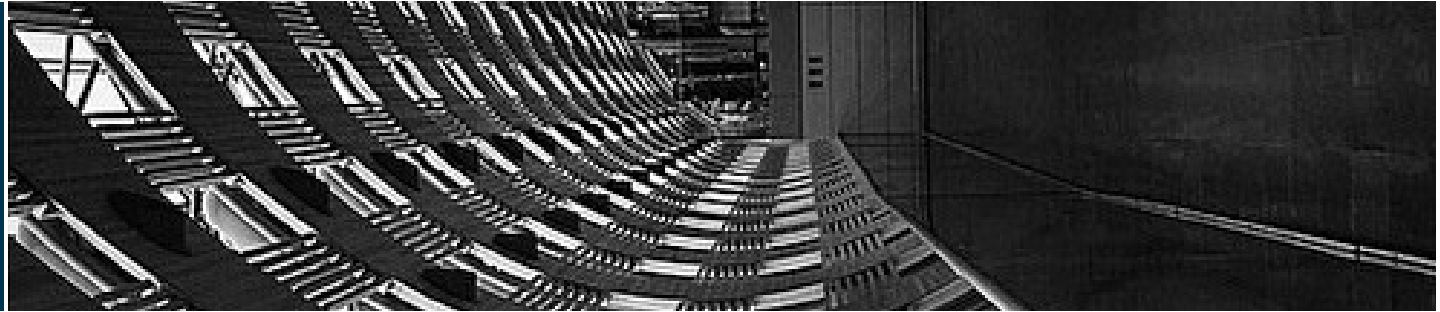
Corporate Governance Frame Work

BCI will be governed by 2 Boards of Directors

1st: being the Honorary Supervisory Board which is committed to oversee and monitor the vision along with pertinent strategies and policies as set by the Executive Board

2nd: being the Executive Board which is committed to run the Business show by overseeing and managing the performance on behalf of the unit holders

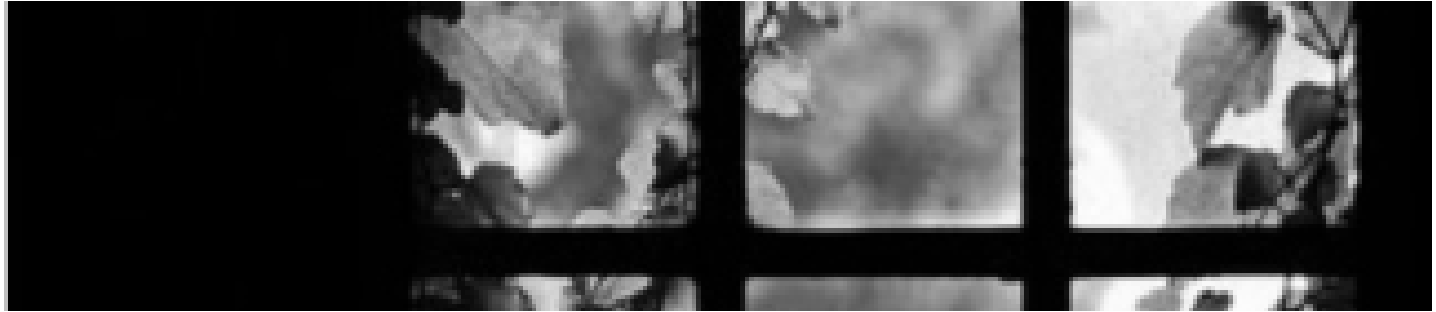
- BCI E-Board main duty is to monitor the managements performance and adherence to corporation standards.
- The Honorary and supervisory Board will consist of 5 independent members nominated at majority by BCI and two other members nominated by Investors' supervisory committee
- The E Board will consist of 7 Directors nominated as follows:
 - . One Director nominated by the supervisory Board
 - . 3 Directors nominated by BCI
 - . 3 Directors elected by the Investors



Board Committees

- BCI shall be managed on the basis of delegated authorities to its directors and professional managers subject to agreed levels of materiality .
- The HS &E Boards shall form board committees-to monitor the implementation policies and good corporate governance principles-and Strategic Business Units for further development and research; each committee shall elect its own chairman and shall act by majority vote of all its members on specific matters within its competence.
- Performance reporting by Committees and SBUs
 - . Non-audited bi annually performance report
 - . Yearly fund valuation (audited)
 - . Audited annual report
 - . Regulatory reporting
 - . Research and development reporting

o b j e c t i v e s
& t a r g e t e d
s e c t o r s



Objectives

- To acquire real estate at bargained prices- Set
 - a) the pertinent concept design
 - b) development structure and
 - c) Capital
- Investment structures' thus
 - d) Offering to HNW Investors for development or flip it at an appreciated value
- To contribute to the development and turn around of the corporate sector in Lebanon at the SMEs stratum
- To achieve capital appreciation for Investors
- To provide Investors with access to unique opportunities in a high growth potential emergent market
- To invest at lower valuation than is typical for listed companies
- To give Investors an opportunity to spread and reduce risk by investing in a balanced portfolio (real estate-equity).

o b j e c t i v e s
& t a r g e t e d
s e c t o r s

Targeted Sectors

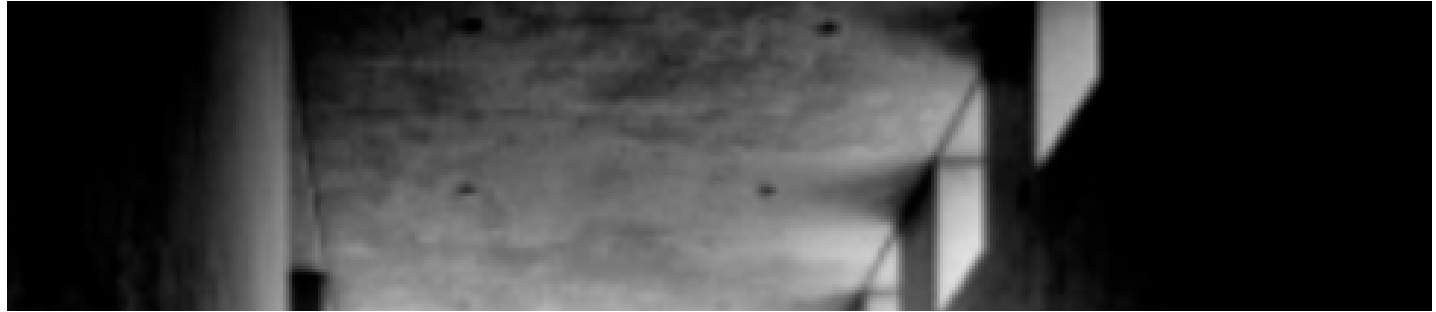
➤ Real Estate

- . Prime location lands in Lebanon and the Levant
- . Lands at bargained prices (distressed)
- . Lands with potential of growth
- . Income producing properties

➤ Equity and Start-Ups

- . Tourism, entertainment, medical care and hospitality
- . IT and Digital Media (start-ups or ongoing)
- . Restaurants, food sectors
- . Start-ups or On Going Agribusinesses

t h e
i n v e s t m e n t
s t r a t e g y



Investment Policy

- Seeking a Significant Stake in the Acquired Companies
- Start-ups VC
- Strong concept and ability to go regional
- Effective business models
- Execute Strategic Acquisitions
- Invest in Strong Management Teams
- Turnaround companies
- Real estate appreciation
- Income producing properties

t h e
i n v e s t m e n t
s t r a t e g y



Investment Rationale

- Beneficial Relationships and Strategic Alliances in place for new business opportunities
- Strategic alliance with the financial and public sectors
- Focused Investment Strategy
- Significant Financial Commitment of the Main Investors
- Reduced Risk through Diversification
- Attractive Exit Strategy

Investment size

- Shall vary within a bracket of 2 to 20 Million US\$ according to the business nature, offering stakes and pertinent business models
- Any eventual derive shall be decided by Board's majority resolution based indeed on business success key drivers and exit mechanisms



THE OFFERING

t h e
o f f e r i n g



- The water bottling industry
- Rashmeyya winery
- Meat processing factory
- Tomato Factory
- Exclusive retail development in Southern Metn
- Cardea healthcare Limassol
- Delmar twin towers Limassol

Water bottling industry

An investment
of 20 Million \$



Société des Sources Ain-El-Raha Sal owns a mountain estate in the town of Tannourine Tahta [Caza of Batroun, Mohafazat of North Lebanon] comprising a natural mineral water source of high quality known as “Ain Raha”, with an output of more than 300 cm. At the request of Ain El Rah sal, BCI has conducted a feasibility study for an industrial project consisting in the bottling and distribution of natural mineral water from the above-mentioned source.

The proposed project, consists in the extraction, bottling and distribution of natural mineral drinking water from a water spring supplying a pure natural mineral water of high quality. The water spring is situated in the Lebanese town of Tannourine Tahta [caza of Batroun], in the area known as “Ain Raha” where the bottling plant and main warehouses will also be constructed.

water
bottling
industry



water
bottling
industry



Rashmeyya Winery

An investment
in the amount of
13 Million \$

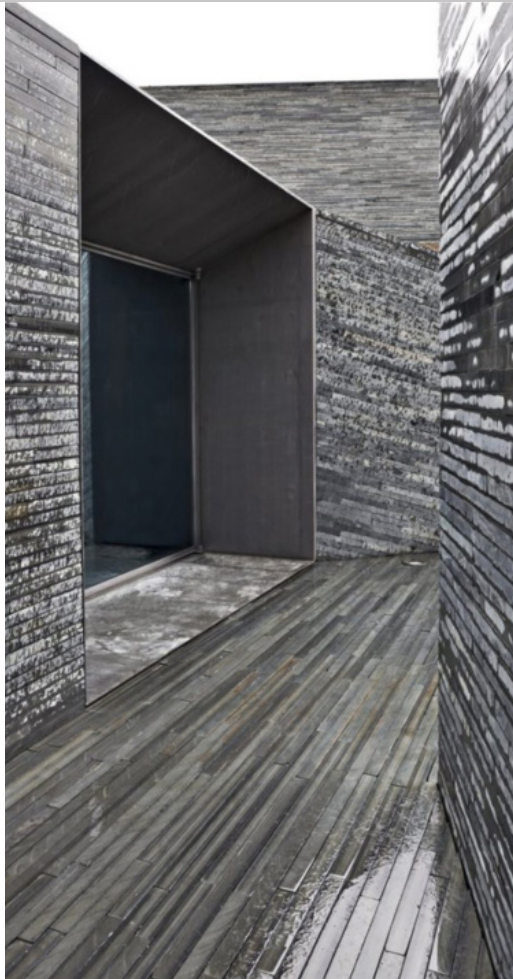
The group just closed a 40 years life span lease with the monks in Rashmeyya (30 minutes away from Beirut Central District) over a Million Square meters to developing a Lebanese winery and a Relais et chateau with Campbell Gray famous hotelier of England.



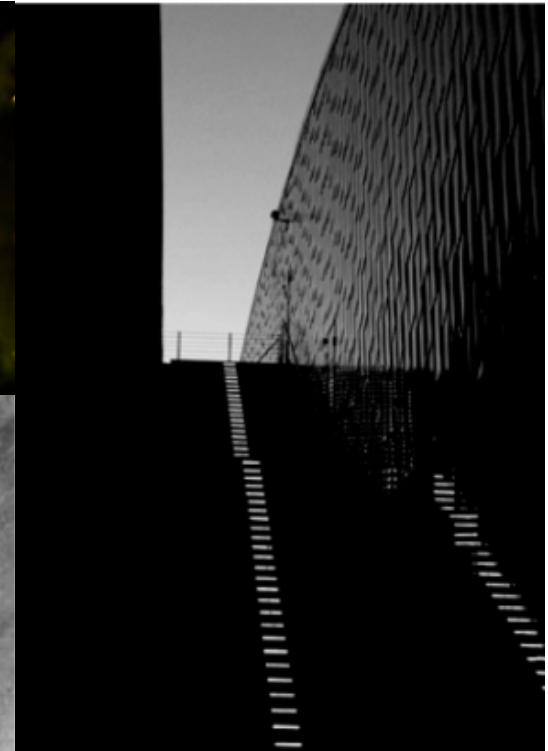
r a s h m e y y a
w i n e r y



r a s h m e y y a
w i n e r y



rashmeya
winery



The meat processing factory

An investment in the amount of 8 to 10 Million \$

Project Description

- The proposed project consists of an integrated agro-industrial complex for the slaughtering of cattle, and for the production of red and processed meat.
- Production will be sold to wholesalers, hypermarkets, UNDP USAIDS, and others.
- The project will feature two slaughtering and production lines, one line for beef and another line for lamb.
- The meat will be produced primarily and exclusively from imported live cattle, consisting of on demand imported quality beef, and on demand imported lamb.
- Whereas the fresh meat cuts and the processed and preserved meat products will be sold primarily on the local market.
- The project will comply with the highest norms and standards of quality, hygiene and respect of environment, including HACCP.
- The project will be executed with the technical assistant of a foreign company having a proven first class experience in cattle slaughtering, and in meat production and processing.
- The project aims at acquiring progressively a targeted share of approximately 15% of the local market of red meat and meat production.

The meat processing factory



Project Financial Summary

Based on operating and investment assumptions, the project is estimated to yield an IRR of 32 % with a payback period of approximately 4 years and 2 months and cumulative cash flows over a period of 10 years is US\$ 44,154,834 (not taking into consideration eventual loan repayment and cost of interest).

In the worst-case scenario the IRR dropped to 15% with a payback period of approximately 6 years, and cumulative cash flows is US\$ 15,618,844 over a period of 10 years (not taking into consideration eventual loan repayment and cost of interest).

In the best-case scenario the IRR increased substantially to 39% with a payback period of approximately 3 years and 5 months, and cumulative cash flows is US\$ 59,280,184 over a period of 10 years (not taking into consideration eventual loan repayment and cost of interest).

t h e m e a t
p r o c e s s i n g
f a c t o r y



the meat
processing
factory



the meat
processing
factory



Tomatoes processing factory

An investment in the amount of 10 to 15 Million \$



The project involves setting up a Tomato manufacturing unit in any eligible MENA country. The unit will produce premium quality peeled, crushed, diced tomato and tomato paste, tomato Ketchup, concentrated tomato juice, to be sold in the MENA markets, competing with a few existing brands (1 local production facility and several imported brands from Europe and Turkey). The unit will be using modern automated machinery for all the processes, ensuring quality check throughout the production process. After processing, the finished products are packed in many different cans and tetra pack sizes.

Tomato cans, paste and concentrated have recently appeared on the markets' shelves and taken up a growing share. Over the past few years the demand for tomato paste juices canned and concentrated tomato is general and have been on the rise, causing a gap between demand and supply. This gap opens up an opportunity to set up units to produce good quality tomato derivatives at optimum production level.

The total project investment is around \$10 M and will reach \$12 M including the pre-operating costs needed for setting up and running this plant. The project is financed through 35% equity (around \$4 M) and 35% of bank debt (around \$4 M) and 30% of Hybrid Capital (Equipment lease and other subsidies).

t o m a t o e s
p r o c e s s i n g
f a c t o r y



t o m a t o e s
p r o c e s s i n g
f a c t o r y



Exclusive retail development

[in southern Metn over 75000 sqm][u.n.]



Located in the heart of Greater Beirut at the border of Hazmieh | Hadath | Baabda in the southern Metn, the site features around 75000 sqm of flat land alongside the main access of Baabda Hadath overlooking the greater Beirut.

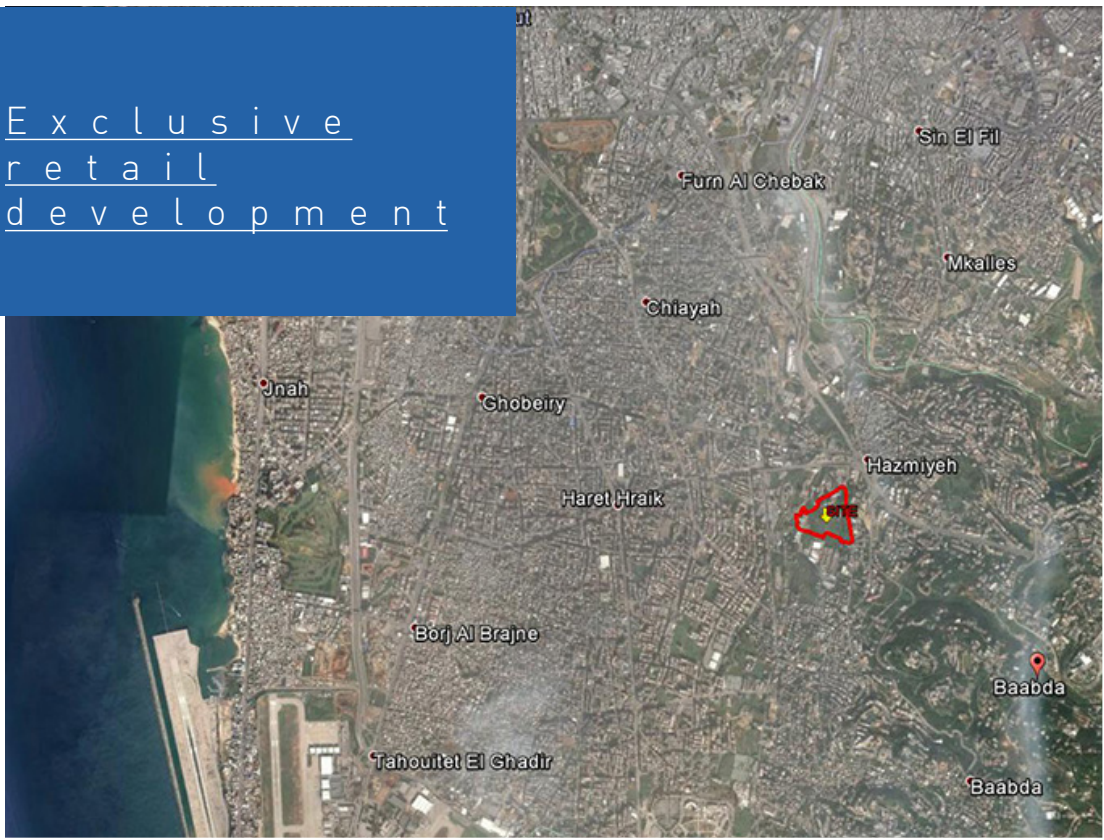
The site has access directly to the major round about bridges and exchanger of main Damascus road with a 5 minutes' drive only to Beirut Central District. The site shall consist of a unique outdoor retail development with a mixed merchandising features and entertainment spread out over 35000 Sq.m of leasable areas.

The business model will be a lease base model subject to development within a highly restrictive affordable architecture brief. The business plan along with the concept design shall be subject to development in the next couple of month before being offered to the market.

Exclusive
retail
development



Exclusive
retail
development



“Cardea” Limasol Medicare



The investment size is at first stage in the amount of 30 Million \$ covering up to 60 beds and a specialized unit. The second stage relies on expanding to 120 beds and a medical school. An LOI already released by AUBMC to manage and or operate the business.

LAND HIGHLIGHTS

The land expands over 65000 sqm. Landlord is willing to co-develop the project at 20% of ownershi that is to include the cash injection.

The business proposition is targeting well-off local residents due to the lack of availability of any similarly high standard establishments, as well as patients from public hospitals whose therapy and care is outsourced under long-term contracts, EU residents who may, under the EU Cross Border Health Services Directive, choose to receive such medical care outside their native land, and third country residents from countries like Russia, Ukraine and the Middle East,

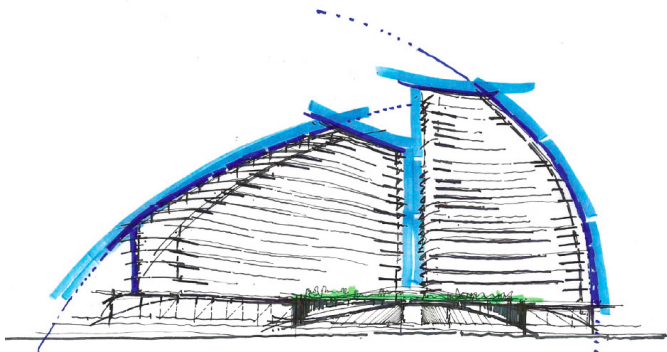
“ c a r d e a ”
l i m a s o l
m e d i c a r e



“ cardea ”
limasol
medicare



“Delmar” Limassol Twin



- Del Mar is a high-end residential and commercial development on the coast line of Limassol, the most cosmopolitan city of Cyprus
- **The key technical characteristics of the Project are:**
 - Land Area 34,000 sqm
 - Gross Saleable Area 42,624 sqm
 - . Residential 34,099 sqm
 - . Commercial 8,525 sqm
 - Average Selling Price per gross saleable area
 - . Residential 7,500 € / sqm
 - . Commercial 8,000 € / sqm
 - A total of 20/30 floors over both towers + Underground parking

DEVELOPMENT CONCEPT

1. An international award design undertaken by Benoy, a premier UK firm
2. Ultra Modern and eco-friendly Residential Towers facing the sea
3. Hotel style facilities and services including Gym & Spa areas, Concierge facilities, Property Management Services, Indoor and Outdoor Pools
4. Ultra Modern Interior Design with top of the range finishes
5. Branded retail shops, boutiques, signature cafes & restaurants
6. Underground Parking and a Controlled Entry System

“ delmar ”
limasol
twin
towers



“ delmar ”
limasol
twin
towers





CLOSED DEALS

Bayrüt Street Food Concept

Business was
dealt at 3.5 million
\$ commitment
among investors
with a development
plan overseas up to
10 Million \$

Beirut Street Food is to provide customers with an incredible, healthy traditional alternative to Lebanese Cuisine that is great tasting, Convenient and nutritious, making it perfectly suited for today's active lifestyle...

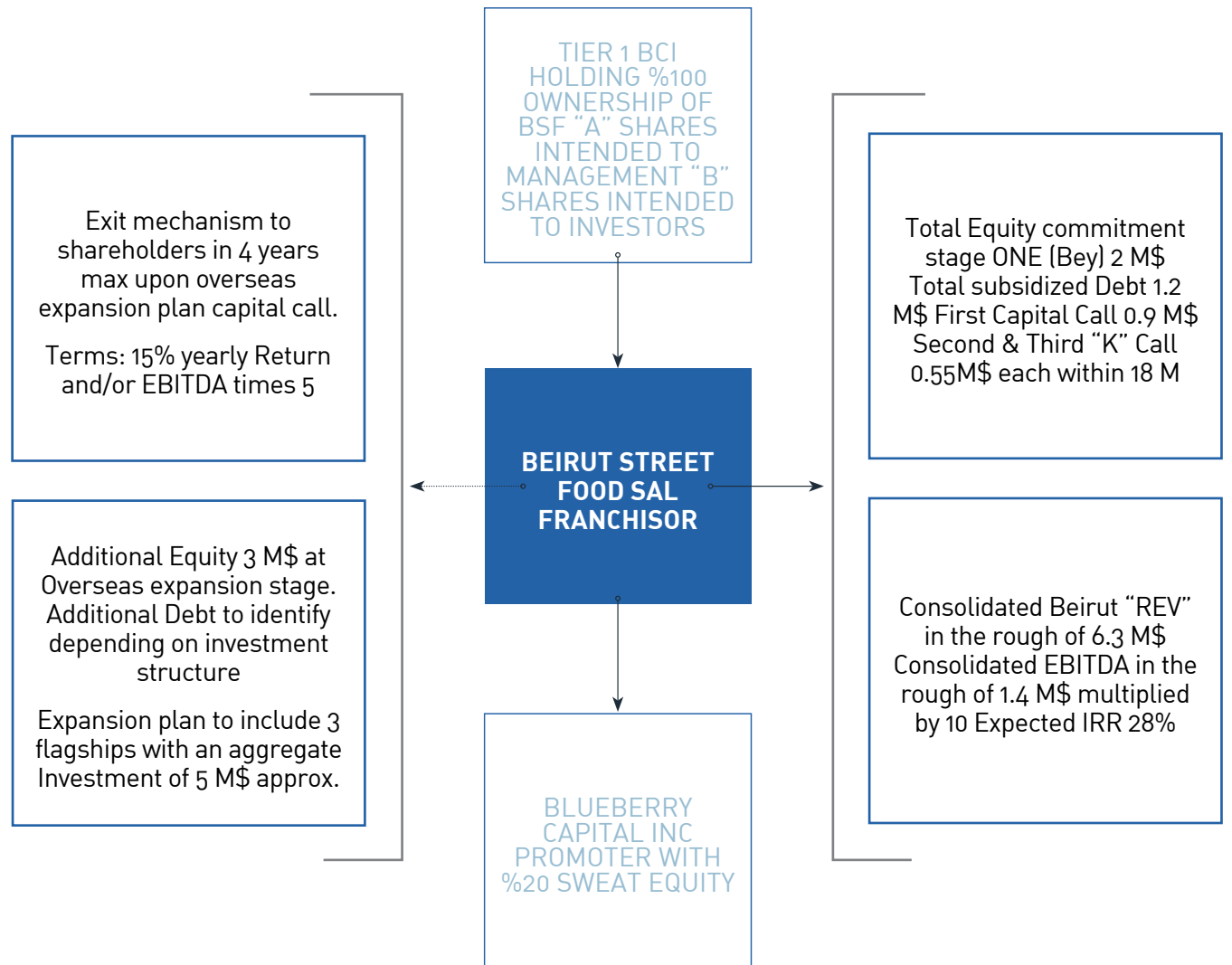
The Food would be simple, wholesome, nourishing and delicious. Our uncompromising standards will ensure that happens every day. Beirut Street Food will cater for stop over sandwich lovers for diners dive in, Office delivery and house hold finger food catering.

Beirut Street Food is planning its development through company-operated and franchised outlets.

- Company-operated outlets are projected to boost profitability and establish operational benchmarks. They will be mainly located in Lebanon as the US and London.
- The US will be in New York and will be launched after completing a regional expansion plan based on the franchise model

Bayrüt Street Food Concept

OWNERS' INVESTMENT STRUCTURE



b a y r ü t
s t r e e t f o o d
f r a n c h i s e



bayrüt
street food
franchise



The Sea Breeze project in Limasol

Business was dealt
at 5.5 Million €

A piece of land surfacing 6000 sqm with a BUA area of 7000 sqm subject to co-development with landlord, was closed with high profile lebanese investors.

The take-over of the company's 80% asset base was dealt at 5.5 Million €. The aggregate investment to reach 12 Million €. Expected IRR more \approx 24%.

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