

BUSINESS PLAN



Société Générale de Développement, S.A.
SOGEDEV

Confidentiality Agreement

The undersigned reader acknowledges that the information provided by **SOGEDDEV** in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of **SOGEDDEV**

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader may cause serious harm or damage to **SOGEDDEV**

Upon request, this document is to be immediately returned to **SOGEDDEV**

Signature

Name (typed or printed)

Date

This is a business plan. It does not imply an offering of securities.

1. EXECUTIVE SUMMARY

Société Générale de Développement S.A. (SOGEDEV) is a Haitian corporation that was authorized to operate in Haiti by a notice of the Ministry of Commerce and Industry on June 15, 2005. After extensive research using satellite imagery and interviews with locals, SOGEDEV identified the site commonly known today as the Nouveau Kiskeya (NK) property (see our website at: www.nkfs.com) as a site highly suitable for modern tourism and residential development. SOGEDEV applied for and obtained a lease of the said property from the DGI, which is the government agency in charge of state land. SOGEDEV then began the arduous work of clearing through thick cactus and other thorny shrubs in order to make the formerly inaccessible site accessible to investors, land planners and engineers who needed to see the property. Hundreds of acres of land and tens of kilometers of roads were cleared in that process.

SOGEDEV hired two US firms: Norris Design, a land planning firm and V3 Companies, an engineering firm to conduct land planning and engineering studies on the property. In February 2009, after three years of dialogue with the Government of Haiti (GOH), the proposal SOGEDEV presented to the GOH was finally granted Eligibility Status and the GOH invited SOGEDEV to begin the feasibility study for the project. In December 2009 SOGEDEV submitted the dossier of the project to the GOH for review. A final decision on the dossier was delayed by the January 12, 2010 earthquake but is expected at any moment.

Between 2005 and 2009, SOGEDEV has invested about 5 million US dollars in pre-development activities on the NK site. Expenses went particularly into lease payments, land clearing and other property improvements, preliminary research and study, land planning and engineering work, groundwater exploration, management of the pre-development process, etc.

SOGEDEV, through the creation of the Nouveau Kiskeya Project, will play a major role in transforming the Northwest region of Haiti into a diverse, sustainable and self-sufficient community that will improve the quality of life for all of the people of the region.

Before the January 12, 2010 earthquake, the development of Nouveau Kiskeya was projected to occur over thirty years in three distinct 10-year phases. The total cost for all *three phases* is approximately \$7.5 billion. The cost for *phase one* is approximately \$3.5 billion. The first phase of the Nouveau Kiskeya mixed use development consists of a variety of 8,150 residential dwellings (See the detailed financial analysis for the first phase). The *second phase* is expected to cost about \$2 billion and will consist of a variety of 7,500 residential units. The *third phase* is also expected to contain a variety of 7,500 residential dwelling. The cost for the *third phase* is also approximately \$2 billion.

1.1. Objectives

It is our objective to establish educational, medical and economic development programs that will allow the residents to achieve a desired quality of life based upon sustaining free trade principles. At Nouveau Kiskeya (NK), the developer will construct and fund the operation of *two* town centers, the *eastern town center* will focus on training and development activities. The *western town center* will be the epicenter for larger scale medical and university level education facilities to service the region. The western town center will also provide up to 1,000 housing units serviced by central electric, water, and sewer facilities for existing local residents of the area.

Additional Objectives:

- **Infrastructure Development** – Roads, Housing, Utilities, Water systems, Bridges, Waste treatment facilities, Solar & Wind energy systems
- **Economic Development** – Hotels, Marinas, Airport, Schools, Medical Centers, Agriculture/Aquaculture Center, Center for Artisans-Craftsman-Artists, and Business Training Centers
- **Social Development** – Medical and Dental Health, Hygiene, Nutrition, Education, Skills & Business Training Programs
- **Personal Development** – To prepare residents to enter the local workforce and to transition into the global economy
- Develop an exemplary global model for sustainable community development.
- Provide a quality development to accommodate the demand created by the three million Haitians living abroad, seeking to bring their talents and skills back home.
- Provide an opportunity for local Haitians to learn valuable skills, technologies and practices that otherwise would not be possible.
- To preserve and protect the environment while developing new centers of prosperity.
- To introduce local youth to team sports activity such as soccer, tennis and golf
- To build over 40 miles of road to create better access to the region.
- To utilize a local and international network of medical, educational, and professional organizations to provide support services for the Nouveau Kiskeya Project.

1.2. Mission

SOGEDDEV is dedicated to serve as a conduit to assist developing nations in cultivating and enhancing their own natural resources and cultural dynamics; which foster sustainable humanitarian social and economic development, through an exemplary model of empowerment, and global brotherly assistance.

1.3 Keys to Success

- A dream team... committed Haitian and American developers, architects, engineers, advisors and professionals with an excellent people perspective, a commitment to strong principles, values and sustainability.
- A great variety of skilled trades-people and professionals will be trained during the life of the project.
- The project will act as a catalyst for sustainable economic opportunity for the entire nation, while setting comprehensive standards.
- The infusion of millions of dollars into the local economy will produce profits for local businesses.
- Assembly of experienced project developers, business executives and engineers to oversee the project.
- Large property position unencumbered by existing development and with unlimited growth potential.
- A viable and sustainable groundwater source was identified roughly 9 miles south of the project site.
- Unspoiled scenic oceanfront land with unlimited development potential for tourism and resort activity.
- Infrastructure, new water wells, schools, medical and business training centers will add long-term economic viability.
- Use of solar, wind and other green technologies will help to preserve the ecology of the area.
- National and International support with the greatest support coming from the hopeful Haitian Diaspora with professional experience desiring to return home.
- Utilization of a network of Haitian and International healthcare providers with expertise in various medical disciplines.

2. PROJECT SITE

The island of Hispaniola is shared by Haiti on the west and the Dominican Republic on the east. The Nouveau Kiskeya property is located within the northwest region of Haiti. It is located between the towns of Jean Rabel & Port de Paix. Ile de la Tortue (Tortuga Island) is located approximately 5 miles to the northeast.

The property has 15 miles of pristine coast-line. The project is primarily residential in nature and includes support for commercial, recreational and resort components.

It was determined that the topography of the Nouveau Kiskeya property was particularly well suited to create communities of housing at multiple levels, all of which will have stunning views of the Atlantic Ocean and Isle Tortuga (5 miles off the coast).

The coast is primarily made up of dramatic, coral-bed cliffs and coves in addition to several miles of undeveloped sandy beaches. The property also has a large, natural bay with sand beaches as well as protected areas that are ideally suited for a marina, resort, tourism and cruise ship dock operations.

3. PRODUCTS AND SERVICES

Nouveau Kiskeya is proposed to be Haiti's first large scale resort and residential master planned community with significant regional impact in both its scope as a development project and its humanitarian efforts to the residents of Haiti. It should be noted that of all the products and services anticipated for the Nouveau Kiskeya project, those that are offered to the residents of Haiti will be of paramount importance.

It is no secret that Haiti has struggled quite significantly in the area of residential and resort development projects over the years. While a select few have tried and in some cases actually made it out of the ground, factors such as lack of governmental support, lack of investor commitment or other factors have led to their ultimate demise. We firmly believe that Nouveau Kiskeya is uniquely positioned with its product designs, inspired management team along with the goal of giving back to the residents of Haiti while at the same time, changing perception of Haiti's value as a tropical resort and residential destination.

Nouveau Kiskeya will offer a wide variety of both products and services as further listed herein. However, our services are generally provided in support of the local indigenous population and not included as part of our proposed revenue generating operations. They are listed here however as ancillary to business operations.

Refer to Section 4.0 Market Analysis Summary for information related to recent residential market data prepared specifically for the Nouveau Kiskeya project.

While specific locations or types of structure have yet to be determined, we will provide hurricane shelters throughout the community for congregate use. These will be typically constructed to higher building standards than other buildings in the community and act as multi-use facilities such as schools, emergency operation centers, hospitals, etc...

3.1. Products and Services Description:

Products – Resort and Amenities (one or more of the following):

- Public Marina (200 to 300 slips)
 - Day resort club and facilities
 - Ships store & fuel service
 - Water taxi service
- Private Mega-Yacht Marina (200 to 300 slips)
 - Private club facilities with restaurants
 - Ships store, fuel service, haul out facilities
- Resort Hotels
 - Improved pad sales to destination “brand” name global resort chains
 - Combined global marketing resources to benefit both resort and Nouveau Kiskeya development
- Golf Courses
 - Dedicated resort and residential courses

- Marketed as upscale golf resort destination with lodging component
 - Potential location for PGA / LPGA / Sr. PGA tour event to generate Nouveau Kiskeya exposure
 - Teaching facilities with big name teaching pro
- Tennis Center / Beach Club
 - International Tennis Center of Excellence (USTA/USPTA)
 - Championship quality tennis courts with stadium court and tournament capacity for USPTA tour event and international junior training center
 - Full tennis pro shop, classrooms, lodging and big name teaching pro
 - Beach club restaurant with beach service
 - Private (controlled) vendors for aqua sports
- Equestrian Center
 - Access controlled private and semi-private paddock areas
 - Pro shop and training facilities
 - Lighted riding arenas and practice arenas
 - Championship level stadium arena
 - Riding trails throughout Nouveau Kiskeya
 - Private club facilities
- Soccer / Baseball / Outdoor Sports Grounds
 - Practice and tournament fields for all levels and ages
 - Locker rooms and concessions
 - Multi purpose fields, picnic areas and park playgrounds
 - Hiking trails and fitness courses throughout Nouveau Kiskeya
- Town Center
 - East & West Town Centers
 - Water taxis, glass bottom boat tours, ecotourism, water sports
 - Marine education center
 - Marine research center
 - Full service spa and club facilities
 - Wide range of restaurants
 - Convenience retail and tourist shops
 - Niche hotel
 - Entertainment & cultural education
 - Church and spiritual facilities
 - Resort and community sales & welcome centers
- Cruise Ship Terminal
 - Turning basin, breakwater and pier facilities
 - Terminal building, security and ancillary facilities
 - Tour headquarters, water sports, island activity center

Products – Infrastructure and Commerce:

- International Airport
 - Full array of international airport facilities and services
 - Regional airline transfers

- Regional industrial center complex
 - Airline and ancillary airport support services complex
- Public Services (Police, Fire, Emergency Services, Resort Security, Utilities, Road & Bridge, etc...)
 - All utilities are fee based with developer maintaining ownership and maintenance operations as a long term revenue source
 - Training and education centers
 - Housing facilities and convenience retail
 - Heavy maintenance yard
 - Power generation facilities, water treatment facilities, sewage treatment facilities, solid waste facility, digital telephone, broadband Internet, and wireless facilities
- Agriculture/Aquaculture Center
 - Agriculture/Aquaculture fields and ponds for Nouveau Kiskeya consumption
 - Agriculture/Aquaculture fields and ponds for local resident use
 - Agriculture Aquaculture and horticulture training facilities
 - Reforestation center and tree farm
 - Horticulture center and plant nursery
- Adult Congregate Living Facility
 - Improved pad sales
 - Large provider, heavy marketing capacity

Products – “B” Corporation Services:

- Local workforce services
 - Job specific training
 - Language & general education
 - Hospital and general medical care
 - Nursery and day-care
 - Transportation
 - Housing assistance
 - Banking / financial / company store
 - Family life center & counseling
 - Worship centers and spiritual retreats

Products – Residential Housing: (Pricepoint USD)

- Beachfront Villas (\$650,000)
 - 3,500 sf
 - Phase 1 = 625 Units
- Townhomes (\$425,000)
 - 2,250 sf
 - Phase 1 = 1,375 Units
- Attainable Housing (\$100,000)

- 800 sf
- Phase 1 = 1,500 Units
- Workforce Housing Programs will be initiated for qualified local workforce through Self Advancement Opportunities (i.e., developer funded mortgage programs)
- Garden Rise (\$350,000)
 - 1,200 sf
 - Phase 1 = 1,450 Units
- Low Rise (\$475,000)
 - 1,400 sf
 - Phase 1 = 1,250 Units
- Mid Rise (\$575,000)
 - 1,600 sf
 - Phase 1 = 850 Units
- Estate Home - Mountain Top (\$550,000)
 - 3,000 sf
 - Phase 1 = 1,100 Units

3.2. Competitive Comparison

Currently there exists no master planned residential and resort developments in Haiti comparable to Nouveau Kiskeya. It is likely that destination travel and residential sales competition will come from throughout the entire Caribbean island region and not just Haiti or neighboring Dominican Republic. Prior to formal preparation of collateral marketing materials, further research will be required to properly position all of the elements of the Nouveau Kiskeya development.

- Resort and Marina
 - While several small resorts currently exist in Haiti, none are on the scale of the proposed Nouveau Kiskeya project. Web based research shows that the majority of these small “niche” resorts have little to no on site amenities.
 - The Dominican Republic is the closest neighbor with significant resort facilities with the largest being Puntacana which is over 7,000 acres in size and offers comparable services to those planned at Nouveau Kiskeya.
 - There are basic marina facilities in many Haitian ports currently. However, few have haul-out facilities and many are incapable of yacht repairs and maintenance. We could find no evidence of any equity membership or fee based resort marinas in Haiti.
 - There are several projects in the Dominican Republic that appear to offer marina services in connection with resort and residential facilities;
 - Luperon Marina
 - Puntacana
 - Casa de Campo

- Residential
 - Club Indigo, Haiti (not yet complete) – see Section 4.3.3 for further information
 - Serenity Aqua, Haiti (not yet complete) – see Section 4.3.3 for further information
 - Costasur at Casa de Campo, Dominican Republic – 7,000 acre master planned residential, resort, marina development
 - Home of the famed Teeth of the Dog golf resort
 - www.costasur.com
 - Gran Ventana at Playa Dorado, Dominican Republic – master planned residential / resort / golf destination
 - The Estates at Puntacana, Dominican Republic
 - www.puntacana.com
- Commercial / Industrial – According to research reports published on the web, the Textile and Apparel Sector is currently the leader in the Haitian Assembly sector with the operations of 46 companies, representing 56% of the total (83 companies). The industrial arts and crafts sector ranks second with 9 companies, followed by the electronics sector with 8 companies, representing about 11% and 10% respectively. The remaining sectors represent less than 21 percent of total output. According to the "Institut Haitien de Statistique et d'Informatique"(IHSI), the agency that collects and publishes statistical information about the Haitian social and economic life, the Textile and Apparel sector is a very labor intensive sector. This sector uses about 70% of the total assembly sector employment. The advantages of Haitian manual labor are related to both the relatively low cost of labor and the demonstrated quality and efficiency of production. The majority of the Textile and Apparel companies are contractors to US businesses. In fact, this sector dedicates 85% of its spending to the purchase of raw materials from overseas, especially from the United States. This branch is thus characterized by certain dependence on and by an important consumption of imported products. These factors represent opportunities for US companies who manufacture and export raw material inputs for these types of businesses.

3.3. Sales Literature

Strict guidelines will be followed in the production of collateral marketing materials that will consist of a wide variety of sales tools necessary to market the products and services proposed by the Nouveau Kiskeya development to the global community. A sample of these products is as follows:

- Print Media – advertising in selective newspapers, magazines and other periodicals specifically oriented to our proposed lines of business
- Television – a sample would be to advertise the proposed Nouveau Kiskeya golf facilities during a PGA golf tournament on TV

- Web based – the majority of resort and residential sales in today’s technologically based world is through the use of the internet. In most resort communities, it can be expected that up to 75% of all converted leads started with an internet search that resulted in a “hit” on the subject’s web site.
- Seminars, Symposiums, Resort Conventions, etc... an effective way to reach potential customers is to fabricate a folding display for travel to various conventions, etc...that are related to the resort and residential sales efforts.
- Collateral Sales Materials – these are the materials that are used as “reliance” pieces during the sales process and must closely resemble the final product being offered for sale. These full color brochures, full page advertisements, floor plans, elevations, site maps, etc....will be prepared as part of the master marketing effort for the entire resort community and will be subject to both legal and operational review for accuracy. Samples of these documents will be submitted with our final business plan outline.
- Government assisted public relations – due to the current initiatives in Haiti to draw tourism and development to its shores, we should take every advantage to combine our marketing efforts with those initiatives as global PR will come at no charge when mentioned as a positive effort on the part of the Nouveau Kiskeya developer to bring jobs, products and industry to Haiti as part of the initiatives to strengthen Haiti as a world marketplace destination.
- We are currently in the process of preparing a formal Sales and Marketing Plan for the Nouveau Kiskeya project and that manual will serve as our operating guidelines for complete public relations, advertising and sales processes.

3.4. Fulfillment

Given the extremely large volume and wide array of products being offered for sale at Nouveau Kiskeya, it can be expected with reasonable assurance that these sales will come from at least three (3) different sources and quite possibly more once we finalize the sales operation. Those sources are currently anticipated as; 1) Direct sales (onsite in Haiti or from other offices), 2) Web based sales and, 3) Worldwide broker network. Once a contract for sale is entered through any of these venues, a strict process of completing the transaction will be administered. Again, this process will be outlined in detail in our pending Sales and Marketing Plan but is generally as follows:

Sales:

- Web based sales contracts are sent via electronic transfer to a corporate based server to an appropriate party in the Sales Department for further processing
- Direct sales are entered into an onsite computer network that are then uploaded into the corporate based server for further processing by the Sales Department
- Sales through our proposed broker network are sent via fax or email to an authorized sales representative who then enters the contract information into the corporate based server for further processing by the Sales Department

- Hard copies of all sales contracts and order forms are sent via fax or scan-pdf file format to the Sales Department each week to cross check and verify that each sale makes it into the system for further processing

Construction:

- Long before sales ever sends a completed contract to the Construction Department to build the sold unit, the Construction Department has designed and permitted the unit, bid its construction costs, and completed the infrastructure necessary to serve the unit upon completion and made ready for occupancy. Once the sales contract has been sent to the construction department however, the following process will be followed:
- The contract is double-checked by a construction administrator via online sales tracking system to verify the unit number, unit type, options and upgrades selected by the customer and completion timeline.
- Once the administrator has verified that information, a work order is issued to the construction project manager responsible for the section of work the unit is located within, and the unit is scheduled for construction.
- During the construction process, the project manager will periodically file reports on the status of construction and take photos of the unit for uploading onto a web based FTP site whereby the customer can track the construction of their unit and view up to date photos of its status.
- Once unit construction is complete, the customer will be responsible for completing a “walk through” to ensure the unit has been built in accordance to the collateral materials relied upon during the sales process and to verify all selected options and upgrades have been installed as ordered.
- The customer may select a representative to attend the walk through as many customers will be unable to make the trip to Nouveau Kiskeya for this critical step in the fulfillment process. Our plan is to make an architectural liaison available to our customers for this final sign off.
- Upon satisfactory completion of this final unit sign off, the customer will complete the transaction and forward to Nouveau Kiskeya all remaining funds owed for the unit.

Warranty Services / Home Repair:

- Nouveau Kiskeya will maintain a division within its construction department with the sole responsibility of dealing with home warranty service calls and repairs
- A warranty call center will be manned and operational during normal working hours with an emergency after hours contact provided
- A warranty manager will direct the efforts of tracking calls, providing assurance of repair, follow up to insure customer satisfaction and communicating the nature of the repair back to the construction department for necessary changes to scope or materials
- Each home sold at Nouveau Kiskeya will come with a minimum of 1-year new home warranty with many of the elements of the home (roof, air

conditioning, appliances, etc...) coming with multi-year warranty provided by the material vendor

3.5. Technology

The use of technology has increased dramatically in the design, development and construction industry over the past decade and the Nouveau Kiskeya development team is committed to utilizing all available forms of advanced technology in order to operate at maximum efficiency during development of Nouveau Kiskeya. Some of the technologies available to the Nouveau Kiskeya development team will be the following:

- Web based market research and demographic indices to build buyer profiles
- Global communication among branch office locations through traditional and wireless sources
- Video conferencing for global design partner meetings, internal management meetings and vendor negotiations
- Computer assisted mapping and topographic surveys of the overall project area for more efficient designs of infrastructure
- Computer assisted design and drafting of infrastructure elements (roads, bridges, utilities, etc...)
- Internet based marketing and saturation blasts including hyperlinks on associated websites such as PGA, goHaiti.com, travel industry, resort industry, etc...
- Web based sales broker network
- Sales tracking software for contract fulfillment, lead reports, agent performance measurement
- Construction estimating software to ensure accurate take-off's
- Construction monitoring software and customer tracking FTP site
- Vendor contracting and invoicing systems
- Comprehensive financial management software packages that are tailored for the development industry and closely follow the development process from A to Z

In addition to these technologies proposed for use by the design and development team, Nouveau Kiskeya is committed to installing advanced infrastructure at all of its proposed facilities and residential neighborhoods in order to provide all of our customers with the convenience of advanced modern communication capabilities. We firmly believe this effort further enhances the uniqueness of Nouveau Kiskeya.

3.5.1. Proprietary Technology

The following technology is anticipated to be either proprietary or custom designed for use at Nouveau Kiskeya:

- Sales lead generation and tracking
- Internet web page and web based sales program

- Web based brokerage program
- Ultra lightweight and durable precast concrete panel construction system
- Ultra efficient insulation systems designed specifically for these lightweight concrete panels
- Alternative Energy Systems to be specifically designed for the geographic conditions and climate of Haiti

3.5.2 Technology Lead Times

- All aforementioned administrative, design and development technologies currently exist in various forms and are readily available for purchase and installation
- Given the lengthy lead-time for Nouveau Kiskeya overall community design and engineering, we feel ample time is available for the creation of our proprietary concrete precast panel system as it will require an on-site plant and form warehouse
- Infrastructure technologies such as wind power, solar power, deep ocean current generation, alternative water supply methods, biomass solid waste production systems, etc...are all technologies that we intend to fully utilize given their “green” environmental value. However, not all of these technologies may be ready for implementation in Phase 1 of Nouveau Kiskeya. Where such technology is not yet available, we will utilize more traditional systems until these advanced technologies become viable for use at Nouveau Kiskeya.

3.5.3 Technology Dependence and Risk

- All technology needed for the immediate start-up operations of SOGEDEV and Nouveau Kiskeya Development Company are currently available
- Technologies such as proprietary internet sales and marketing elements will be developed in conjunction with the preparation of the sales and marketing plan so as to correspond to the roll-out of the Nouveau Kiskeya development
- Construction systems utilizing technologies not currently in production are of little risk given the many other various forms of construction methods available today
- Infrastructure elements such as power, water and waste systems may follow proven and acceptable conventional methods of operation for short term operations until such advanced technologies become available that make them obsolete

3.6. Future Products and Services

The following are products and services not included in our financial projections for the first phase of development at Nouveau Kiskeya but are planned for future installation:

- Additional local housing, training and education centers and spiritual facilities
- Additional local health care facilities
- Additional agricultural fields and training programs
- Additional workforce recreational facilities
- Theme Park Attractions
 - Butterfly World
 - Monkey Jungle
 - Botanical Gardens
 - Aquarium
 - Aqua Sports Park

4. MARKET ANALYSIS SUMMARY

As Haiti's *first* master planned development community, Nouveau Kiskeya will offer a wide breadth of lifestyle choices covering local interests and needs with a thematic culture encouraged to develop a broad sustainable learning opportunity from early childhood through retirement living. Through the Nouveau Kiskeya Project, SOGEDEV and its international partners seek not only to become a *catalyst*, but to also create a profitable *humanitarian model* for long-term sustainability, social-economic development in Haiti that could become a transportable standard for other developing nations.

The Nouveau Kiskeya Project which includes both resort and residential components will be marketed to those expatriate Haitians anxious to return to their country as well as to international ecotourists. There undoubtedly exists a significant potential to develop international tourism in Haiti, based on a number of factors: attractive beaches: an exotic and unique culture, including a well-established artistic tradition, fine and unusual handicrafts, good cooking, and a generally friendly populace: historical attractions including major ruins and towns preserving some flavor of their colonial past. The development of tourism will provide added prospects for the purchase of real estate in Nouveau Kiskeya.

In 2007, a market study was completed by Robert Charles Lesser & Company to further quantify the depth of the Haitian market for purchase of real estate at NK. This study will eventually be broadened to include prospective purchasers on a more global basis. While marketing to the Haitian Diaspora is very cost effective as the greatest concentrations of high-wealth Haitian-Americans are located in the New York/New Jersey and Fort Lauderdale/Miami regions, the appeal of NK will be to a much wider group of prospective purchasers. These include retirees, and second home purchasers from the U.S., Canada, and Europe as well as from other islands in the Caribbean.

While there are other new competitive residential resort communities planned in the Caribbean, the recent economic downturn in the U.S. and Canada has impacted

availability and/or cost of capital for real estate developers in the Caribbean as a whole. This has decreased some of the competition in the marketplace. Many of the larger scale planned (active and future) developments have been slowed while new financing is secured.

The outlook for tourism in the Caribbean remains positive. Renewed economic growth, increasing international leisure and business travel and global demographic and tourism trends are motivating international hotel and resort chains to pursue aggressive expansion in countries that have formerly not been explored for tourism opportunities.

According to the Caribbean Report, the Four Seasons, Ritz-Carlton, Rosewood, St. Regis, Marriott, Westin, Hyatt, Amman Resorts, Mandarin Oriental, Raffles, and Hilton are just a few of the numerous marquee operatives which have been drawn to the Caribbean region over the past few years. 79 total new major resorts were slated for development in the Caribbean for 2008. The luxury segment has led the way during the past four years, but slight downscaling is forecasted due to economic pressures and demographic changes.

These hotel companies are responding to growing market opportunities with new business models and innovative niche products. Many of them are looking to include sustainability in their plans as it appeals to a growing demographic sector. According to a 2003 study by The International Ecotourism Society, American travelers outside the U.S spend \$87.9 billion dollars. More than 55.1 million U.S. travelers are classified as geo-tourists indicating an interest in nature, culture and heritage tourism. Many of these geo-tourists have the means and desire to purchase real estate in the destinations visited.

A good gauge as to the potential real estate appeal of Haiti is the Dominican Republic as it is the poorest country in the Caribbean next to Haiti. In 2006, the Dominican Republic registered a GDP per capita of US\$3,291. While its GDP per capita growth is only 2.39% on the average from 2001 to 2006, it grew by 4% in 2008. The economy grew by 9.1% in the first quarter of 2007, as reported by the Dominican Republic Central Bank.

A recent swarm of foreign investors to the Dominican Republic has put it truly on the map for luxury property investment. The high-end segment of its real estate market is seeing numerous new and promising developments.

Property prices in the Dominican Republic are rising consistently, and are expected to rise even more.

“In 1992 when I first came here, houses cost 400 Dominican Pesos (DOP) per sq. m. Now they cost DOP 2,800 per sq. m. So there has been appreciation,” says Monique Frings of Dominican-Realty.com.

Square Meter Prices - Dominican Republic Compared to Continent

Bermuda	\$8,132
BVI	\$6,369
Barbados	\$5,767
Turks & C. Is.	\$4,963
Antigua	\$4,275
St Kitts	\$4,101
US Virgin Is.	\$4,091
Bahamas	\$4,078
Cayman Is.	\$3,352
St Martin	\$3,267
Martinique	\$3,119
Trinidad & T.	\$3,091
Puerto Rico	\$2,352
St Lucia	\$2,164
Neth. Antilles	\$2,162
Guadeloupe	\$2,148
Dom. Rep.	\$2,116
Jamaica	\$1,878
Belize	\$1,479
<u>Aruba</u>	\$1,476

■ Dominican Republic: Square meter prices, premier city centre, US\$.

In addition to the more traditional luxury second home purchasers, tremendous growth is forecasted in the retirement segment of the real estate market. As property values have risen in the more traditional Caribbean locations, residential real estate projects in more exotic offshore locations have become more appealing to U.S. baby boomers who are heading into their retirement years. Retirees are looking for communities marketed as affordable island (waterfront) living with an attractive cost of living in which to stretch retirement dollars.

As Nouveau Kiskeya (NK) will be a true start-up operation there are no current customers, however, initial test marketing has taken place which demonstrates the great promise in the real estate sales opportunities to come. Over 100 refundable reservations

valued between \$1,000 and \$5,000, have been solicited in a very short period of time through an unadvertised, invitation-only special event in Fort Lauderdale and subsequent word of mouth from those who attended. Marketing resources will be expanded and will include strategic international relationships to support the absorption schedules provided.

4.1. Market Segmentation

The Nouveau Kiskeya Project will consist of infrastructure development, multi-level educational and research facilities, alternative energy sources, massive job development and housing for the local population, commercial business development, resorts, marinas, retail stores, a modern international airport, a hospital, medical centers, reforestation projects, tourist attractions, the preservation of historical sites, a new cruise port, a golfing and tennis resort, housing, agriculture, aquaculture and several tiered full scale living communities.

	2010	2010	2011	2011	2012	2012	2013	2013	2014	2014	2015
	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>
VELOCITY OF SALES	Feasibility	Design--Dev	Design/Permitting	Design/Permitting	Design/Permitting	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales
Beach Villas						50	50	50	50	50	50
Townhomes						100	100	100	100	100	100
Attainable Housing						100	100	100	100	100	100
Garden-Rise						75	75	75	75	75	75
Low Rise									75	75	75
Mid-Rise										90	90
Estate Home - Mountain Top											75
ACLF - Pad Site Sale											
Resort Pad Sites Sales						360		300	300		
Marina - A - Mega Yacht Marina						60	60	60	20		
Marina - B - Public Marina								25	25	25	25
International Airport								1			
Total Sales	0	0	0	0	0	745	385	711	745	515	590

	2015	2016	2016	2017	2017	2018	2018	2019	2019	2020	2020	2021	
	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>TOTALS</u>
VELOCITY OF SALES	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales				
Beach Villas	50	50	50	50	50	50	25						625
Townhomes	100	100	100	100	75	75	75	75	75				1375
Attainable Housing	100	100	100	100	100	100	100	100	100				1500
Garden-Rise	100	100	100	100	100	100	100	150	150				1450
Low Rise	75	75	75	100	100	150	150	150	150				1250
Mid-Rise	90	90	90	90	90	90	90	40					850
Estate Home - Mountain Top	75	75	75	100	100	100	100	100	100		100	100	1100
ACLF - Pad Site Sale	150												150
Resort Pad Sites Sales													960
Marina - A - Mega Yacht Marina													200
Marina - B - Public Marina	25	25											150
International Airport													1
Total Sales	765	615	590	640	615	665	640	615	575	0	100	100	9611

	2010	2010	2011	2011	2012	2012	2013	2013	2014	2014	2015	2015	2016	2016
CONSTRUCTION -	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>	<u>Jan.-June.</u>	<u>July.-Dec.</u>
TIMING OF IMPROVEMENTS	Feasibility	Design--Dev	Design / Permitting	Design / Permitting	Design / Permitting	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales	Dev./Sales
Common Infrastructure Paving/Grading/Drainage/Water/Sewer/Road/Landscape/Irr.														
Environmental Enhance/Restoration														
Security Fencing														
Organic Food Production Facility														
Marina - A - Mega Yacht Marina - Slips														
Marina - B - Public Marina - Slips														
Town Center - East														
Town Center - West														
Mega Yacht Basin Improvmts-Breakwater, stab, etc.														
Public Marina Improvements														
Cruise Pier and Landing														
International Airport														
Regional Road Network, including Bridge														
Tempoary Port Facility														
18- Hole Championship Golf Course														
Tennis Center														
Beach Club													\$0	\$0
Equestrian Center								\$310,000	\$310,000			\$0		
Soccer Center														
Hiking/Biking Center														

The real estate products of the Nouveau Kiskeya development will consist of seven product types to appeal to a variety of market segments. However, the resort amenities described above will have universal appeal across all targeted market segments.

The residential product consists of six product lines, ranging from *smaller single family homes* (e.g. attainable at 800 SF), up to the *larger beach front* and *estate homes* (e.g. 3-3,500 S.F.) Four multifamily product types are proposed consisting of *townhomes*, and three types of flat over flat product, noted as *garden-rise* (2-stories), *low-rise* (3-stories), and *mid-rise* (5-6 stories).

Residential Product	Unit Count	Proposed Price Point	Size (SF)	Price Per SqM
1. Beach Villas	625	\$650,000	3500	\$TBD
2. Townhomes	1375	\$425,000	2250	\$TBD
3. Attainable Housing	1500	\$100,000	800	\$TBD
4. Garden-Rise	1450	\$350,000	1200	\$TBD
5. Low-Rise	1250	\$475,000	1400	\$TBD
6. Mid-Rise	850	\$575,000	1600	\$TBD
7. Estate Home - Mountain Top	1100	\$550,000	3000	\$TBD

NOTE: Dominican Republic – Market Comparison Price Point: \$2116 Per SqM

4.2. Target Market Segment Strategy

4.2.1 Market Needs

According to the Caribbean Travel Organization, the Caribbean is the most tourism-dependent region of the world. The markets for the Nouveau Kiskeya development are many and diverse. According to the World Travel Organization, Global Ecotourism is growing globally 3 times faster than the tourism industry as a whole. Nature-tourism now generates over 7% of all international travel expenditures.

It is estimated that Haiti currently has less than 1,000 hotel rooms, down from over 4,000 more than 25 years ago. Last year about 500,000 Royal Caribbean cruise passengers visited Labadee, and provided more than \$3 million in revenue to the Haitian coffers.

Passengers currently pay a \$6 government "head tax," which under the new agreement will be raised to \$10 to help finance the pier, and used to develop Haiti's tourism market, government officials say.

"The development of the north as a destination depends on our capacity to receive the Genesis cruise ship," said Haiti Tourism Minister Patrick Delatour, a supporter of the deal,

who has been working on a tourism master plan that includes a new airport for Cap-Haitien and new roads leading from the city to the Dominican Republic border. ``Before the end of 2010, the north will be a serious destination.”

”What they need to do is bring a big developer to the northern area and look from the sight to the Citadelle and see what can be developed. That would bring jobs to the private sector,” said Maryse Kedar, a former Haitian tourism minister who is president of Societe Labadie Nord, known by the acronym Solano, which runs the Labadee operation. ``This is a huge opportunity for Haiti. Now the government needs to get organize with the private sector.”

Rates of violent crime in Haiti are *better* than in the Dominican Republic and Jamaica. Haiti’s 2007 homicide rate was 11.5 murders per year per 100,000 people, while Jamaica’s was 49 and the Dominican Republic’s was 23.56.

U.S. President Barack Obama has committed the United States to improving its development assistance to fragile states such as Haiti, and Secretary of State Hillary Clinton is personally interested in helping the country. The United Nations recently named former U.S. President Bill Clinton as its new special envoy for Haiti. And a major international donors’ conference hosted by the Inter-American Development Bank was held in Washington in April 2009, during which countries pledged over \$300 million in foreign aid to Haiti. All of these factors make the current situation in Haiti more promising than it has been in a long time for both expanded tourism efforts and the opportunity for ex-patrate Haitians to return to their homeland.

4.2.2. Market Trends

SOGEDDEV’s strategic national and international alliances with numerous supportive institutions will help to mitigate risk in a nation that for the past four decades has been unsuccessful in its economic and political pursuits. SOGEDDEV has occupied Nouveau Kiskeya for five years now and constructed a hotel on the property. One of the success strategies for Nouveau Kiskeya will be to work jointly with the Ministry of Tourism, the authorities, the local collectivities, the NGOs, the community organizations together with the international community in the implementation of this project.

4.2.3. Market Growth

The Diaspora of native Haitians to the U.S. and Canada has been well documented and is estimated to be 1.5 million people strong. SOGEDDEV has made a clarion call and is receiving overwhelming support from Haitian countrymen and approximately 3 million others who live abroad. The Haitian Diaspora is anxiously awaiting the opportunity to bring their talents and skills back to their mother country. Recently, during a six-month market test period, hundreds of Haitians living abroad made refundable deposits towards the purchase of a lot in the Nouveau Kiskeya Community.

In addition to Haitians who wish to return to live and work in their homeland, many of the Resort visitors to NK will have the means to purchase a vacation home. Within the overall Travel & Tourism industry there has been tremendous growth in the Ecotourism niche. Beginning in the 1990’s, ecotourism has been growing 20% - 34% per year. According to the World Travel Organization, by 2004, Ecotourism/Nature tourism was growing globally 3 times faster than the

tourism industry as a whole. Nature tourism now generates over 7% of all international travel expenditures.

According to the International EcoTourism Society, the typical ecotourist is 35-54 years old, 82% are college graduates, and they are willing to pay more than the typical tourist for their vacation experience. These educated people are looking for new off the beaten path travel experiences where they have the opportunity to give back (support) the local communities they visit rather than simply looking for new travel destinations.

4.3. Service Business Analysis

While there are many Caribbean resort destinations, few are designed like the Nouveau Kiskeya Project in a way to include resort and residential components to balance conservation and development needs and to improve the welfare of the local people.

4.3.1. Business Participants

- Partner with a resort provider who shares our vision of Nouveau Kiskeya and who is committed to a diverse and out-of-the-box advertising and marketing campaign that benefits all industries proposed at Nouveau Kiskeya.
- Partner with vacation providers, touring agencies, cruise lines, airlines, etc...for global advertising of Nouveau Kiskeya as a safe, clean, pristine Caribbean Resort and Vacation destination.
- Partner with PGA, LPGA, Sr. PGA, USTA, USPTA and other sports organizations to promote their tournaments and play at our state-of-the-art facilities while focusing on youth development and the Nouveau Kiskeya project in whole.
- Partner with heavy industry providers such as airlines, shipping, textiles, electronics, etc....to focus on the affordable labor rates in Haiti and how establishing their business at Nouveau Kiskeya will benefit all parties. Convince them that political and infrastructure challenges have been overcome in our plan.
- Partner with multiple residential / resort operators and market the overall benefits of the Nouveau Kiskeya community in addition to the security of home ownership in Haiti. Lifestyle campaigns will focus on the spiritual retreat elements of the community as well as the relaxation and amenities provided of a Caribbean resort.
- Partner with a proven Diaspora champion who will assist us in marketing to this critical element of Haitian nationals. Not only will this effort lead to residential leads but also provide credibility for Nouveau Kiskeya to all Haitians, local and displaced.

4.3.2 Distributing a Service

Only 15 percent of Haitians in Haiti have a high school education, and less than 1 percent is college-educated. A study by the Organization for Economic Cooperation and Development found that 80 percent of Haiti's college-educated citizens live outside of Haiti. The Haitian government has a direct interest in having educated members of the Diaspora return to contribute their talents directly to the country's development.

The Haitian environment has been under rapacious assault for decades. Haiti is 97 percent deforested and 25 of Haiti's 30 watersheds now lack natural forest cover. Without trees to hold soil in place, water from heavy rains runs off from the mountains and poses flood and other environmental risks.

Less than half of the population has access to clean water and one-third has no sanitary facilities. This dramatically increases the likelihood of water-borne diseases such as typhoid and cholera. Waterborne diseases are the second leading cause of death of children in Haiti, following only malnutrition.

Because of the challenges unique to Haiti, SOGEDEV has the opportunity through sustainable development to create a clean and productive environment around Nouveau Kiskeya. This includes introducing water supply management, solid waste management, and community training to maintain these in Nouveau Kiskeya.

Through development of the many components of Nouveau Kiskeya including those that will focus on the environmental and cultural diversity of Haiti, SOGEDEV will be promoting trade and investment activities in Haiti. This will create jobs and contribute to giving visitors a positive image of the country

Medical services

- Participation in the development of medical environments.

Tourism related services

A village of services in the area

- Sanitation: ambulance, pharmacy,
- Security: fire, police
- Transportation and excursions,
- Shopping: supermarket, art and crafts, beach-sports, charter boating
- Social: bars, restaurants, entertainment

Farming & Fishing Enterprise development:

A plan aimed at self sufficiency and development of the market gardening

- Agricultural/aquaculture training and technical assistance
- Fruit and market gardening
- Marketing of local products
- Refrigeration storage units

Housing improvement and urban development

- Social housing for the tourist industry employees
- Program of housing to bring ex-pat Haitians back home

Cultural development

- Programs to promote local and national artistic and cultural productions: paintings, sculptures, music, etc.
- Worship centers and opportunities for biblical studies.

4.3.3 Main Competitors

While the size and scope of Nouveau Kiskeya put it in a category of few competitors, there are some smaller developments in planning and development on the island of Haiti.

Club Indigo - In January 2006, the Group Club Indigo retained the lands and all installations of 'Magic Haiti' (ex. Club Méditerranée), so as to renovate them and turn them into a world-class integrated leisure hotel and resort compound aimed at a local and international fair trade-ecotourism. Club Indigo is located on National Road No. 1 at Km.78, 65 kilometers from Toussaint Louverture International Airport, 2 kilometers from Montrouis and less than two hours by car from Port-au-Prince. The majority of Phase One was completed in September, 2008 and consisted of renovation of existing facilities including;

- The renovation of the electric infrastructures and the water distribution scheme;
- The renovation of the main kitchen;
- The restoration, rehabilitation and rearrangement of the central area: restaurant, bar, swimming pool, reception desk, the offices, together with over a hundred renovated ex. Club Med-type hotel rooms;
- The rearranging of spaces in the hotel area into 4 conference rooms and a business center;
- The renovation of 6 tennis courts and the golf driving range
- The cleaning and maintenance of both the gardens and the beach.

Conversion of hotel rooms into condominiums has not occurred. Plans call for 91 condos which can be operated as hotel condos to be sold in Phase One. Future phases are planned to include construction of an interior marina along with luxury villas. Phase Three is planned to include construction of a golf course with luxury golf villas. www.clubindigo.net

Serenity Aqua - Serenity Aqua Resorts, Inc. claims to be the first \$300-\$400 million luxury resort project in Haiti. The 320-acre development is located on the southern Peninsula of Haiti within 4 miles of the historic city of Petit Goave. The development will be located on a peninsula which embraces the north-western portion of the bay of Petit-Goave and provides views of the mountains close to the beach. The peninsula has two distinct white sand beaches. The project is planned to include: a 500 room Resort Hotel, Residential Complex containing over 200 units with a mix of villas and condos, Entertainment complex, Shopping Village, PGA Golf Course, Tennis Club, Marina, Beach clubs, and Cruise Port. Hotel Condo product is planned for sale. Ten lots are currently offered for new construction. 30K - 50K USD. Construction is scheduled to start in 2009. Project developer claims to have approved financing and a planned opening in 2012. www.serenityaqua.com

5.0. WEB PLAN SUMMARY

The internet is going to be a particularly effective communications tool for the sales and marketing efforts of the Nouveau Kiskeya Project as follows:

- Inform potential business partners, governmental agencies, the Haitian community, etc. regarding the developmental intentions and progress of Nouveau Kiskeya.
- Recruit interest from prospective business partners, employees, consumers, and the population at large.
- Identify prospective visitors and purchasers.
- Capture data to create a database of prospects.
- Qualify real estate leads in a cost effective manner.
- Create a Broker Network.
- Generate a Site Visit.
- Convert Site Visit to real estate sale.

5.1. Website Marketing Strategy

Lead generation through traditional media can be expensive. Utilization of a website marketing strategy which will include social media will stretch marketing dollars and may be more effective in reaching target markets than traditional media. The website can be designed to operate in English, French and Creole to personalize the experience for those looking to learn more about Nouveau Kiskeya.

Links: The expatriate Haitian community is estimated to be approximately 1.5 million people strong throughout the U.S. and Canada and is estimated to have a \$2.5 billion economic force. Having the ability to link the Nouveau Kiskeya website to networks of Haitian ex-pats will generate a great deal of interest in the project. Some of the linkages that will be explored include:

- A multitude of Haitian radio stations including internet radio stations such as Radio Soleil D'Haiti that broadcast to the Haitian community.
- Haitian newspapers such as Haitian Times targeted to ex-pats which offer opportunities for traditional advertising as well as web opportunities.
- Founded in 1996 and launched in 1997, InterMedia develops and maintains over 300 internet sites and 9500 pages of content devoted to Haiti and to the Haitian People throughout the global village. These include some key institutions such as Haiti Global Village (which is Haiti's premier online community), ArtMedia Haiti and Port Haiti. The Nouveau Kiskeya Project's website would be registered with and folded into the networks of InterMedia.
- Numerous professional and business organizations throughout the U.S. and Canada created by and for Haitians. These offer opportunities to link to their websites and become part of the communication network of the Nouveau Kiskeya Project.
- Once some of the ports and resort areas are open in and operating on Nouveau Kiskeya property there will be an ability to link the Nouveau Kiskeya website to their websites and tap into the affinity groups the resorts & cruise lines have already developed.

Social Media: Many of the Haitian media websites and professional organizations host Blogs for their members and affinity groups. These will be utilized to help spread word of mouth about the Nouveau Kiskeya Project. Many of these organizations will be interested from a public relations standpoint regarding the sustainable development efforts, job creation, and opportunities for return visits and residency at Nouveau Kiskeya. They will want to keep their membership informed as to these opportunities.

Search Engine Optimization/Search Engine Marketing: The website for the Nouveau Kiskeya Project will utilize both Search Engine Optimization and Search Engine Marketing to drive prospects to the website. SEO will be maximized through the creative design of the site while SEM will be utilized through paid marketing activities. Internet advertising is a cost effective way to promote the Nouveau Kiskeya project in the international marketplace.

5.2. Development Requirements

There are many website development companies available to assist in executing the web strategy. In addition to overall website design and hosting, the company selected for the Nouveau Kiskeya website will be able to provide tracking and reporting as follows:

- Web registrations – Capture information for those who show an interest in the Nouveau Kiskeya Project. Registration pages will include discovery questions for further prospect qualifying.
- Web analytics – Generate unique visitor reports to further profile prospective purchasers. These reports can also be tied to traditional media and marketing efforts in order to generate costs per lead data and further refine ongoing marketing expenditures.
- E-Communications – Ability to e-blast to databases of prospects and track response to e-blasts through click through reporting. Plans include creation of an e-newsletter to communicate updates and progress to those who register on the Nouveau Kiskeya site.

6.0. STRATEGY AND IMPLEMENTATION SUMMARY

6.1. SWOT Analysis

Following are the strengths, weaknesses, opportunities, and threats associated with the implementation of the project. As noted in the following analysis the strengths and opportunities out-weigh weaknesses and threats.

6.1.1. Strengths

- SOGEDEV has been legally in operation in Haiti since 2005.
- SOGEDEV has a lease on the NK property, which is about 11,500 acres.
- SOGEDEV has secured all government approvals and authorization necessary to begin the project.
- SOGEDEV has already invested 5 million dollars in pre-development activities on the NK property.
- The GOH has officially given its support to the project and granted to it all legal incentives
- A group of development experts based in Florida has agreed to sign a contract with SOGEDEV to manage the Project.
- Its size and the physical characteristics of the site make this a unique project.
- The NK site of the project is unspoiled by previous development attempts
- The site is not diminished by having its most desirable portions prematurely developed without a comprehensive plan.

- A strong demand for the real estate component of the project was affirmed through a pre-sale marketing campaign.

6.1.2. Weaknesses

- Haiti is replete with examples of failed projects.
- Haiti has had a very negative public image for the last several years.
- Haiti has a history of political corruption, with past difficulty in attracting outside, international investors.
- The existing infrastructure (roads, bridges, energy resources, etc.) is inadequate.
SOGEDV

6.1.3. Opportunities

- The project will act as a catalyst for sustainable economic opportunity for the entire northwest region of Haiti.
- The overall project will provide a wide array of tourism, residential, commercial and community opportunities.
- The project will inspire Haitians to “come home” to re-engage and reinvigorate the country.
- The project will allow for the creation and implementation of a sustainable economic model for change in Haiti.
- A wide variety of skilled trades-people, managers and professionals will be trained during the life of the project.
- The infusion of millions of dollars into the local economy will produce profits for numerous local businesses.
- The project will be the impetus for infrastructure development in northwest Haiti such as: water supply; wastewater treatment; power supply; seaport facilities; an international airport; an expanded all-weather roadway network

6.1.4. Threats

Failure to secure the necessary funding could jeopardize development timelines and activities

6.2. Strategy Pyramid

The marketing strategy for Nouveau Kiskeya will consist of the following steps:

6.2.1. Strategic Summary

Generate significant interest in tourism and resort lifestyle opportunities with initial public relations blasts and advertising campaigns. This interest will generate a significant number of second-home residential leads. In addition, marketing to the Haitian Diaspora will also be a critical component of generating primary residential leads. Commercial and retail business, industry, infrastructure (airport, ports, roads) are all basic necessities in NW Haiti at this time,

and Haitian industry will follow those infrastructure improvements as they are largely unavailable outside of Port au Prince.

Significant marketing activities are planned for attracting industry (in addition to resort / residential sales) throughout the Caribbean and US. In addition, the social and spiritual benefits of the Nouveau Kiskeya community will become clearly evident to all who review these marketing materials.

The Nouveau Kiskeya Sales & Marketing Plan is currently in production and, once production is completed, will establish all advertising parameters, budgets and targets necessary to accommodate the financial objectives of the project. It is anticipated that this plan will be completed by 1Q/10 with initial marketing efforts underway in 2Q/10.

Prepare an informational piece that speaks of the private property ownership rights available at Nouveau Kiskeya.

Significant effort by members of the Nouveau Kiskeya team, in negotiations with current government officials indicates that once the project has received all necessary Haitian approvals and permits, land ownership rights can be conveyed to third party purchasers thus overcoming fears of the ability to hold durable property rights.

6.2.2 Tactics

There will be many “drivers” that generate demand and desire for the Nouveau Kiskeya project and each driver will have its own implementation plan clearly outlined in the Nouveau Kiskeya Sales & Marketing Plan. They are generally described as follows:

- Resort Sales & Marketing
- Vacation Destination & Travel
- Ecotourism
- Sports Marketing (Golf / Tennis / Soccer)
- Heavy Industry Trades (jobs)
- Residential Ownership Opportunities
- Diaspora Homecoming

6.2.3. Programs

The programs planned to assist in the implementation of the tactics as defined above will be as follows:

- Partner with a resort provider who shares our vision of Nouveau Kiskeya and who is committed to a diverse and out-of-the-box advertising and marketing campaign that benefits all industries proposed at Nouveau Kiskeya.
- Partner with vacation providers, touring agencies, cruise lines, airlines, etc...for global advertising of Nouveau Kiskeya as a safe, clean, pristine Caribbean Resort and Vacation destination.

- Partner with PGA, LPGA, Sr. PGA, USTA, USPTA and other sports organizations to promote their tournaments and play at our state-of-the-art facilities while focusing on the Nouveau Kiskeya project in whole.
- Partner with heavy industry providers such as airlines, shipping, textiles, electronics, etc....to focus on the affordable labor rates in Haiti and how establishing their business at Nouveau Kiskeya will benefit all parties. Convince them that political and infrastructure challenges have been overcome in our plan.
- Partner with multiple residential / resort operators and market the overall benefits of the Nouveau Kiskeya community in addition to the security of home ownership in Haiti. Lifestyle campaigns will focus on the spiritual retreat elements of the community as well as the relaxation and amenities provided of a Caribbean resort.
- Partner with a proven Diaspora champion who will assist us in marketing to this critical element of Haitian nationals. Not only will this effort lead to residential leads but also provide credibility for Nouveau Kiskeya to all Haitians, local and displaced.

6.3. Value Proposition

A value proposition is an analysis and quantified review of the benefits, costs and value that an organization can deliver to customers and other constituent groups within and outside of the organization. It is also a positioning of value, where value = benefits – cost (cost includes risk).

Please refer to Section 8 of this document for a detailed analysis of costs versus revenues thus depicting the overall financial benefits of the Nouveau Kiskeya project.

6.3.1. Benefits

- Vacation and destination resort living in a pristine tropical habitat where such habitat is unspoiled and prime for expansion.
- Residential ownership opportunities in an emerging Caribbean nation where market and political stability will increase customer value over time.
- Heavy industry, airline and shipping (commercial and cruise) will recognize the affordable labor rates and cost to produce their products in addition to overcoming previous challenges of infrastructure, specifically electrical and telecommunications.
- To the people of Haiti! The vision of Nouveau Kiskeya is not just another resort / residential community where the elite play golf and tennis and sail the azure blue waters in a carefree lifestyle but also where such lifestyle creates opportunities of advancement for the local population in terms of education, self sufficiency and medical care. The heart and soul of this project is what it gives back to Haiti, not what it takes away.

6.3.2. Costs

As outlined in the financial summary and proforma, the overall Nouveau Kiskeya project is profitable. While initial start-up costs are significant and profitability takes a few years, the benefit of the Nouveau Kiskeya project cannot be simply measured financially although we

recognize that importance. The true value of this project is its benefit to all people who come in contact with it.

6.4. Competitive Edge

There are several key factors that provide a significant competitive edge to the Nouveau Kiskeya community in the Caribbean region as follows:

- 6.4.1 Resort** – the closest competitor in terms of provided amenities, scope of services and size would be Costasur at Casa de Camp, Dominican Republic where crime rates exceed those of Haiti. We feel that a continued stabilizing of the Haitian political environment will strengthen this segment of our competitive advantage of this nearby competitor.
- 6.4.2 Residential** – home ownership in emerging markets is a built-in value proposition. As the community takes root and the government of Haiti becomes stronger and more stable, values will increase as demand and desire to live in Nouveau Kiskeya increases
- 6.4.3 Industry** – we’ve already stated that labor rates for industry are very attractive, and Haitians have proven themselves to be a diligent workforce in many facets of industry. The issues that have held Haiti back from becoming a primary industrial market have been infrastructure and those challenges will be overcome in Nouveau Kiskeya through effective planning and partnerships with key service providers. We anticipate establishing programs whereby home ownership is made attainable for those working at Nouveau Kiskeya through Self Advancement Programs and other means, and funding assistance made available through these programs.
- 6.4.4 Geography** – the Nouveau Kiskeya site plan has been blended wonderfully with the surrounding environment. The natural slopes of the land provide scenic views of the Caribbean and all elements of the Nouveau Kiskeya site plan are designed to be in harmony with the environment from which it will emerge.
- 6.4.5 Overall Scope of Services and Amenities** – Nouveau Kiskeya is planned to include an extensive list of amenities, services and benefits to both its customers and local population. Significant efforts have been made to include “something for everyone” at Nouveau Kiskeya and we feel the vast array of such services and amenities sets the Nouveau Kiskeya community apart from any competitors.
- 6.4.6. Social Benefits** – not only will the resort and residential components of the Nouveau Kiskeya community focus on the human and spiritual retreat elements provided its customers, but the list of programs targeted for the local Haitians who will work and visit Nouveau Kiskeya is quite impressive indeed. These benefits are listed elsewhere in this document but once again, the heart and soul of the Nouveau Kiskeya project is what it gives back to Haiti, not what it takes away.
- 6.4.7. Utilities and Infrastructure** – one of the key elements in the successful development of Nouveau Kiskeya will be reliable infrastructure that will also benefit those locals living in the region as well. The developer intends to maintain ownership and maintenance responsibility for all utilities proposed at Nouveau Kiskeya thereby providing a perpetual income stream from those elements.

While it is too early in the overall development process to determine the exact revenue from these “services”, it should be noted that the perpetual nature of the utility revenue stream will be significant over time and in fact, may be a significant source of equity should a sale of this service be considered.

6.5 Marketing Strategy

Once complete, the Nouveau Kiskeya Sales & Marketing Plan will clearly identify all steps to be taken in the advertising of Nouveau Kiskeya however, it is anticipated that our marketing strategy will be as follows:

6.5.1 Positioning Statement – it is the desire of SOGEDEV to showcase not only the vast array of amenities and features to be located at it’s Nouveau Kiskeya Caribbean residential / resort, but also the social, economic and spiritual benefits of the project to the residents of Haiti as well.

6.5.2 Pricing Strategy – initial “out-of-the-box” pricing for our residential products will be established at levels to attract customers who have other destination options. A wide array of products allows us the opportunity to offer “value” options while at the same time, providing higher end and higher priced products where such products are warranted.

As mentioned in Section 4, a previous market study was prepared for Nouveau Kiskeya development which identified potential customer bases and recommended pricing strategies. While the data in that report remains accurate for the segment of the market that it targeted, a larger audience and higher price point is targeted for Nouveau Kiskeya due to the level of amenities and programs offered at the community. It is our intent to fully examine the competitive pricing index of all competing products prior to initial release of sales and adjust our initial “out-of-the-box” sales prices accordingly.

6.5.3 Promotion Strategy – as one may imagine, the initial media kick-off blitz will be substantial given the size and scope of the Nouveau Kiskeya project. We intend to attack this challenge in a variety of ways to include the following:

- Print media – advertising and public relations kick-off blitz to coincide with the announcement of overall project venture and key partnership alliances (to include governmental alliances)
- Television media – to coincide with global and national sporting events highlighting Nouveau Kiskeya’s future destination as a global sports venue
- Web based advertising – key alliances with search engines, travel web sites (Expedia, Priceline, Orbitz, etc...) and other web based facilities to drive traffic to the Nouveau Kiskeya web page
- Travel Industry - traveling market representative who personally meets with key travel industry executives and provides information and data of Nouveau Kiskeya
- Worldwide Brokerage Network – sales network to be established based on legal ability to sell and convey property in Haiti.
- Government Assisted PR – capitalize on the current initiatives in Haiti to drive business, industry and vacation travel

6.5.4 Distribution Strategy – given the substantial marketing efforts necessary to effectively market the Nouveau Kiskeya community, we propose to utilize the following distribution channels in the delivery of the Nouveau Kiskeya message:

- Government assisted public relations
- In-house marketing representatives for personal connections to travel industry, vacation destination providers, residential alliance partners, etc...
- Global marketing firm representation to account for the majority of print, media and web-based marketing operations
- Direct mail / resort solicitations
- Local Haitian presence
- Faith based marketing efforts

6.5.5 Marketing Program – the following are a few examples of programs anticipated in the Nouveau Kiskeya Sales & Marketing manual:

- Fly and buy programs
- Referral discounts
- Diaspora discounts
- Resort discounts & incentives
- Multiple visit rewards programs
- Initial customer incentives
- Residential trade-up programs
- Local “self advancement” programs whereby the diligent local workforce is afforded mortgage funding opportunities, down payment assistance, etc...

Quantification Plan - Sales leads will be generated through a wide variety of marketing programs as outlined herein and the methodology by which we quantify those leads and follow up on them through sales is critical to our overall sales goals. A complete Quantification Plan will be included in the Sales and Marketing Manual for Nouveau Kiskeya however, the following elements will be included:

- Sales lead is generated through marketing efforts and all information related to that particular lead is entered into the Nouveau Kiskeya sales prospect tracking program
- The sales lead (as all sales leads) will then be followed up with on a regular basis by a sales associate who will make notes in the computer file for future reference
- Or the sales lead will be removed from the system should they decide not to purchase or purchase at another development
- Our goal will be to convert to sales an aggressive range of between 20% to 30% of all sales leads
- An operation the size of Nouveau Kiskeya will require the use of an external “call center” whereby sales calls are routed to an international phone center for tracking and entering into the Nouveau Kiskeya system for follow up by Nouveau Kiskeya sales associates
- Full details of the lead generation, lead maintenance, call center and sales operations will be forthcoming in the Nouveau Kiskeya Sales and Marketing Manual

6.6. Sales Strategy

Capitalizing on the marketing efforts as outlined above, the Sales Team at Nouveau Kiskeya, in accordance with the Sales & Marketing Manual, establish procedures to capture leads, follow up with customer inquiries, provide further details to prospective customers and generally fulfill the real estate sales process. It is anticipated that there will be a heavy reliance on the use of technology with the utilization of lead tracking software to track potential customers, contact calls and results, also sales fulfillment programs to track and process completed contracts, options, construction timelines, and close-out programs to track customer satisfaction.

6.6.1. Sales Forecast

As identified in the financial summary and proforma, sales are anticipated to begin in 2Q/12 with initial home closings scheduled for 2Q/13. Due to anticipated demand driven by effective marketing, we are anticipating 745 sales for the 6-month period of July – December 2012.

6.6.2. Sales Program

Revenue Streams - the sale of real estate is only one of many sources of revenue for Nouveau Kiskeya as further identified in the following tables in addition to Section 8 of this document.

Those revenue generating opportunities at Nouveau Kiskeya consist of the following:

- Resort / Club Operations
- Utilities (water, sewer, electric, phone, cable, etc...)
- Lifestyle Amenities
 - Golf
 - Tennis
 - Water sports
 - Ecotourism
- Airport Usage Fee's
- Port Usage Fee's
- Cruise Ship Terminal Usage Fee's
- Marina Slip Sales
- Marina Slip Rentals
- Marina Club Operations
- Improved Pad Sales
 - Resort / Clubs
 - ACLF
 - Commercial
 - Industrial
 - Retail

6.6.3. Revenue Streams

Sales Forecast - RE Development					
	Year 1	Year 2	Year 3	Year 4	Year 5
Unit Sales					
Beach Viilas	-	-	50	100	100
Townhomes	-	-	100	200	200
Attainable Housing	-	-	100	200	200
Garden Rise	-	-	75	150	150
Low Rise	-	-	-	-	150
Mid Rise	-	-	-	-	90
Resort Pad Site	-	-	360	300	300
Mega Yacht Marina	-	-	60	120	20
Public Marina	-	-	-	25	50
International Airport	-	-	-	1	-
Total Unit Sales	-	-	745	1,096	1,260
Unit Prices					
Beach Viilas	650,000	650,000	650,000	650,000	650,000
Townhomes	425,000	425,000	425,000	425,000	425,000
Attainable Housing	100,000	100,000	100,000	100,000	100,000
Garden Rise	350,000	350,000	350,000	350,000	350,000
Low Rise	475,000	475,000	475,000	475,000	475,000
Mid Rise	575,000	575,000	575,000	575,000	575,000
Resort Pad Site	25,000	25,000	25,000	25,000	25,000
Mega Yacht Marina	375,000	375,000	375,000	375,000	375,000
Public Marina	200,000	200,000	200,000	200,000	200,000
International Airport	-	-	-	28,750,000	-
Sales Revenues					
Beach Viilas	-	-	32,500,000	65,000,000	65,000,000
Townhomes	-	-	42,500,000	85,000,000	85,000,000
Attainable Housing	-	-	10,000,000	20,000,000	20,000,000
Garden Rise	-	-	26,250,000	52,500,000	52,500,000
Low Rise	-	-	-	-	71,250,000
Mid Rise	-	-	-	-	51,750,000
Resort Pad Site	-	-	9,000,000	7,500,000	7,500,000
Mega Yacht Marina	-	-	22,500,000	45,000,000	7,500,000
Public Marina	-	-	-	5,000,000	10,000,000
International Airport	-	-	-	28,750,000	-
Total Sales	-	-	142,750,000	308,750,000	370,500,000

Sales Forecast - RE Devel (Cont.)					
	Year 1	Year 2	Year 3	Year 4	Year 5
Direct Unit Costs					
Beach Viilas	361,200	361,200	361,200	361,200	361,200
Townhomes	202,800	202,800	202,800	202,800	202,800
Attainable Housing	48,000	48,000	48,000	48,000	48,000
Garden Rise	162,000	162,000	162,000	162,000	162,000
Low Rise	258,000	258,000	258,000	258,000	258,000
Mid Rise	277,200	277,200	277,200	277,200	277,200
Resort Pad Site	-	-	-	-	-
Mega Yacht Marina	60,000	60,000	60,000	60,000	60,000
Public Marina	36,000	36,000	36,000	36,000	36,000
International Airport	-	-	-	30,000,000	-
Direct Cost of Sales					
Beach Viilas	-	-	18,060,000	36,120,000	36,120,000
Townhomes	-	-	20,280,000	40,560,000	40,560,000
Attainable Housing	-	-	4,800,000	9,600,000	9,600,000
Garden Rise	-	-	12,150,000	24,300,000	24,300,000
Low Rise	-	-	-	-	38,700,000
Mid Rise	-	-	-	-	24,948,000
Resort Pad Site	-	-	-	-	-
Mega Yacht Marina	-	-	3,600,000	7,200,000	1,200,000
Public Marina	-	-	-	900,000	1,800,000
International Airport	-	-	-	30,000,000	-
Subtotal Direct Cost of Sales	-	-	58,890,000	148,680,000	177,228,000

6.7 Strategic Alliances

As one may imagine for a massive project the size of Nouveau Kiskeya, many strategic alliances will be necessary to bring the completed project to fruition. A sampling of these alliances are included below, however, it is by no means a complete list as such alliances will continue to be developed in the years to come as the project grows. It should be noted however that each such alliance will endeavor to utilize those providers that share the vision

and ethical values as SOGEDEV, the developer of Nouveau Kiskeya, as expressed elsewhere throughout this document.

- 6.7.1. Design professionals – land planners, landscape architects, civil engineers, utility engineers, building architects, etc...
- 6.7.2. Intermodal transportation design professionals for airport, trans-shipment facilities, cruise ship terminals, etc...
- 6.7.3. Marketing – global marketing alliance
- 6.7.4. Resort providers
- 6.7.5. Sporting alliances such as PGA, LPGA, Sr. PGA, USTA, USPTA, etc...
- 6.7.6. Alternative power – wind generation, deep water thermal energy exchange, etc...
- 6.7.7. Alternative water supplies – groundwater as primary however, research and analyze potential use of desalination, large-volume condensation, etc...
- 6.7.8. Green (LEED) Building and Infrastructure (solid waste, building materials, etc...)
- 6.7.9. Wireless, broadband Internet, digital telephone and technology service providers
- 6.7.10. Social and beneficial - our commitment, through our efforts and those of strategic alliances, to help Haiti begins with the individual. The spiritual need of each individual is where this effort begins and is the genesis and only way true transformation can occur.

6.8. Milestones

The following are the major milestones anticipated for Phase 1 of the Nouveau Kiskeya project.

6.9.1 Finalize Planning & Programming	1Q/2010
6.9.2. Begin Infrastructure Construction	2Q/2011
6.9.3. Begin Cruise Terminal Construction	1Q/2012
6.9.4. Begin Private Marina Construction	1Q/2012
6.9.5. Begin Airport Construction	1Q/2012
6.9.6. Begin Real Estate Sales	3Q/2012
6.9.7. Begin Public Marina Construction	3Q/2013

7. MANAGEMENT SUMMARY

Overview:

Given the complex nature of products and services to be offered by the Nouveau Kiskeya development, the proposed management structure will consist of a traditional “vertically oriented” organizational matrix whereby each product line or independent line of business will be headed by a General Manager with these discipline specific GM’s reporting directly to the Chief Operating Officer who in turn reports directly to the President of the Company who in turn reports directly to the CEO who consults with the Board of Directors for corporate guidance. Senior Division Managers, Operational Managers and other critical support staff will then report either directly or indirectly to the GM’s.

It should be noted that a substantial portion of the eventual management team is currently in place and are working diligently on the planning and programming for Nouveau Kiskeya. The eventual CEO, President, Chief Operating Officer, Chief Financial Officer, VP of Government Affairs, VP of Business Development, VP Sales & Marketing along with the Board of Directors and Advisory Board positions are all currently in place and serving in various active leadership roles.

The strength of the Board of Directors as well as an Advisory Board simply cannot be overstated. There exists an intellectual capacity and spiritual depth unequaled in the corporate world today. They range from university directors, physicians, geologists, financial experts, clerical leaders, pastors, environmentalists, port developers to other industry leaders, all of whom share a burning passion for a successfully completed Nouveau Kiskeya community as well as the success of its developer, SOGEDEV.

Individual discipline dependency on these key executives is critical during the start-up of the Nouveau Kiskeya operation as each plays a vital and important role relative to their field of expertise. Several instances of family emergency and illness have already tested the ability of the team to rely upon other team members to fill those gaps and take on additional roles and responsibilities during times of crisis, and still the team has produced excellent results despite those setbacks. While these instances were imposed on the team, they proved that Nouveau Kiskeya can rely on a team of professionals who can react to change quickly and can effectively manage outside of their individual discipline.

Independent oversight and peer review will be a critical element in the development of the Nouveau Kiskeya project with key Board members and Advisors playing important roles in the transparent audit and evaluation of various elements of the plan prior to their implementation. In addition, experts in the development industry will be brought in as peer reviewers to independently analyze critical components related to infrastructure development and production systems. In addition, Nouveau Kiskeya's development team will utilize a strict set of guidelines for Quality Assurance / Quality Control during its design process and these guidelines will help insure that best practices and conscientious design methods are employed in the design of any new system proposed for Nouveau Kiskeya.

7.1. Eventual Management Team

- **Evans C. Meriné** - A practicing LEED certified Architect, with over 15 years of experience. Mr. Meriné has worked in New York City, Atlanta and Miami for some of the country's top firms. Mr. Meriné has worked on projects in the US and the West Indies: Turks and Caicos, the Bahamas, Puerto Rico, St. Lucia, just to name a few. As project architect his job entailed taking a project from conceptual sketches to turnkey. Mr. Meriné's experience includes but not limited to: residential, hotels and resorts, commercial, retail, interiors and site planning. Mr. Meriné attended the University Of Pittsburgh and graduated from the New York Institute of Technology with a BS in Architecture and a minor in the fine arts.
- **Frederick E. Esters** – Founder and President of Alpha Omega Communications Network, L.L.C., a technology consulting firm, based in West Palm Beach, Florida. He is the President and Founder of Mytel Global, LLC., a reseller of digital phone technology with over one hundred and fifty business partners nationally. An ordained minister, Mr. Esters is currently an advisor to RAM, Inc., a non-profit leadership coaching organization based in Austin, Texas and an executive board member of Prosper & Be In Health, Inc., a non-profit medical outreach ministry based in West Palm, Florida.
- **Chris Fogal** – A certified public accountant, Mr. Fogal is a partner in the firm of Proctor, Cook, Crowder & Fogal, P.A. and a Director of the Seacoast National Bank as well as national director of CPAUSA. A published author on elderly care, past chair of FICPA Elder Care Committee and member of the AICPA Elder Care Task Force, Mr. Fogal is active in the

development of Port St. Lucie, Florida youth programs and has been active in many job and educational programs in St. Lucie County.

- **Al Dougherty** – Mr. Dougherty has over 27 years of extensive experience managing start-up operations for large scale residential and resort communities that includes a wide array of amenities including marina and golf components. Mr. Dougherty also has successful experience in the management of multi-disciplinary professional teams and personnel in the design and development of large scale residential and commercial projects.
- **Rick Mercer** - Mr. Mercer, a civil engineer and certified general contractor has over 25 years of extensive experience in the fields of land acquisition, large development entitlements, heavy civil construction projects, land development, residential and commercial construction. He has successfully completed the acquisition, planning and development of many large scale master planned communities throughout the States of Florida and California for the purposes of residential and resort development.
- **Candace Jorritsma** - Candace Burton Jorritsma brings over 20 years of experience in both the real estate and hospitality industries. She is an accomplished executive known for the development of strategic marketing plans, equity and non-equity membership programs, sales management, development planning, amenities programming and project management for companies such as LXR Luxury Resorts – a division of Blackstone Real Estate Advisors, WCI Communities Inc., and The Trump Group.
- **Paul Distefano** – A certified public accountant, Mr. Distefano has held the positions of Controller, Regional Vice President of Finance and Chief Financial Officer for large publicly traded homebuilders such as WCI Communities, Taylor Woodrow Communities and Lennar Homes. Mr. Distefano is also a Certified General Contractor in the State of Florida and is an expert at numerous financial and accounting software packages.
- **Danielle M. Esters, M.D.**, – Dr. Esters is a board certified Maternal Fetal Medicine specialist and Clinical Geneticist practicing high-risk obstetrics for almost 20 years and comes to the project with impeccable training and experience. Dr. Esters completed medical school and residency in Obstetrics and Gynecology at the State University of New York – Downstate Medical Center. She completed her Maternal Fetal Medicine fellowship at Emory University School of Medicine in Atlanta, Georgia and Clinical Genetics fellowship at Harbor – UCLA in Los Angeles, California. She also has specialized training in Fetal Echocardiography from Yale University Medical School in New Haven, Connecticut. Prior to private practice, Dr. Esters was a faculty member at major university medical centers across the country.

7.3 Management Team Gaps

As a start-up company, the Nouveau Kiskeya Development Company will utilize the extensive experience of its senior management team for initial strategic planning and development programming however, as the company and its development activities grow, it will be necessary for these senior managers to add support staff in their respective divisions for operational and administrative assistance. Several key areas that we see where these gaps will need to be filled initially are:

- Sales & Marketing
 - Advertising, call center, customer leads

- Customer contacts, convention circuit
- Planning & Development
 - On site operations, infrastructure, regional improvements
 - Local labor force training and education
 - Airport development
 - Cruise terminal development
- Finance
 - Banking and finance
 - Budget controls and accounting
 - Vendor payment systems
- Governmental Affairs
 - Local / village liaison

7.4 Personnel Plan

The organizational chart as attached to this section, depicts the hiring schedule for key management positions necessary to accommodate the workload anticipated by the Nouveau Kiskeya development schedule.

It is the goal of the Nouveau Kiskeya Development Company to utilize the local resident workforce to the greatest extent possible throughout all business lines and all hiring positions available at Nouveau Kiskeya. It should be noted however that because of the size, scope and complexity of the Nouveau Kiskeya development, a substantial percentage of the workforce will be required to have prior experience on this type of project in order to ensure its most efficient completion.

One of the mandates of Nouveau Kiskeya is to be a community designed in harmony with the surrounding environment which will also include its local indigenous resident population. It cannot be overstated how important their role will be in the long-term operation of Nouveau Kiskeya.

In order to properly utilize this local resident workforce, we feel that it is our responsibility to provide the following services for those who would be interested in joining the Nouveau Kiskeya workforce:

- Job specific training
- Language classes
- General education classes
- Medical care
- Nursery and day-care facilities
- Transportation
- Housing assistance
- Banking / financial / company store

Job Descriptions:

Each employment position proposed for Nouveau Kiskeya will have a specific job description created for it. Each department / division manager will create the job descriptions required for all positions within their respective departments and submit those to the Human Resources department for review and approval.

Outsourcing Plans:

It is assumed that given the start-up nature of Nouveau Kiskeya, a few departments will rely upon outsourcing for the majority of their initial operations. Such departments and activities might include:

- Information Technology (I.T.) – computer systems procurement, network controls, software management, wireless integration, communications, infrastructure, satellite office communications, etc...
- Human Resources – benefits, payroll, employee maintenance, training & education, etc...
- Administrative – janitorial, office supplies, mail room, etc...

Management Team Compensation:

Nouveau Kiskeya proposes to be a one-of-a-kind community with well designed and memorable features therefore, the pay structure needs to be competitive with the pay structure of other companies in our industry in order to attract and retain key executive and management personnel. With recruitment as our main initial goal, we will strive to make the pay grade slightly better than our competitors. Our policy on salary will be institutional, meaning; it will provide a solid, sensible, and fair framework on which the salaries of other employees and new hires can be based.

Succession Planning:

Once the key management team is formally in place and operational, we will immediately begin succession planning whereby individuals who play a key role in the executive management of the development company, or who are instrumental in the design and development of Nouveau Kiskeya, prepare a succession plan and training outline to identify key personnel and processes by which their successor will be identified and trained. There are four stages to developing an effective succession plan:

- Identifying roles requiring a success plan
- Developing a clear understanding of the capabilities required to undertake those roles
- Identifying employees who could potentially fill and perform highly in such roles
- Preparing employees to be ready for advancement into each identified role

Employee Performance Management System:

Each employee at Nouveau Kiskeya Development will be subject to an annual performance review whereby not only their performance will be measured, but organizational development opportunities are also identified so that advancement may occur. It is our desire to create a workplace environment that recognizes and rewards diligent and conscientious efforts while also providing the

opportunity for advancement within the company. In addition, each time an employee's performance is reviewed, there will be an agreement between each employee and supervisor on an action plan to increase the employee's skills in the areas that are determined to require additional training.

Likewise, each manager and director at Nouveau Kiskeya will be subject to a 360 degree review process whereby their performance is not only measured by their supervisors, but also by those they supervise. Our goal at Nouveau Kiskeya is to provide a transparent workplace that matches the ideals, goals and ethics of its senior leadership team and board of directors.

A peer review process will also be established as part of the employee performance management system whereby any employee who wishes to challenge their performance review may do so with an impartial review board without fear of repercussion from their direct supervisor.

8. FINANCIAL AND ECONOMIC PLAN

Financial Goals

1. Obtain Financing necessary to sustain the project
2. Enter into a partnership with an investor that shares our socially responsive vision
3. Ensure transparency in the accounting process
4. Create an internal venture capital fund to seed local small scale entrepreneurial endeavors that benefit and sustain the community and its people.
5. Sustain sufficient profits to contribute to local economic development activities that address social and economic needs based upon sustainable principles.

Investment Opportunity

The ideal investor candidate would be a fund who specializes in providing capital for opportunities in emerging markets that have a tolerance to moderate calculated risk, is socially responsible, and who has a desire to partner with an ownership group whose goal is to improve the quality of life in a sustainable manner for the local population in proximity to the projects, utilizing funds from the projects operation to accomplish this.

Although the investor's position is currently not articulated, it is envisioned that it could either be the major equity investor, a lender, or both, the equity investor and lender.

Auditing

We will require key internal accounting controls over all business systems. Key emphasis will be placed on ensuring transparency relative to all related party transactions and insider issues. Accounting systems will conform to established budget controls; which will require management supervision and sign-off of all changes to the budgets. The intent is to ensure integrity of the financial system through full compliance with the Sarbanes–Oxley act from the beginning to the end of all transactions.

Reporting will occur on a percent completion accrual basis at bi-annual intervals. Profit and Loss statements will be compiled internally on a monthly basis. The Board of Directors will meet quarterly to review and ensure compliance with all budgetary controls. Financial reports and budgets annual reports will be issued with full footnotes and disclosures prepared by an independent third party accounting firm selected by the Board of Directors. Bi-annual reports will be made available on the compiled basis of accounting method, and may either be prepared in house, or by a third party firm.

8.1. Start-up Funding

Start-up Funding	
Start-up Expenses to Fund	3,424,200
Start-up Assets to Fund	16,965,000
Total Funding Required	20,389,200
Assets	
Non-cash Assets from Start-up	7,602,354
Cash Requirements from Start-up	16,965,000
Additional Cash Raised	0
Cash Balance on Starting Date	11,329
Total Assets	24,578,683
Liabilities and Capital	
Liabilities	
Current Borrowing	0
Long-term Liabilities	1,107,560
Accounts Payable (Outstanding Bills)	0
Other Current Liabilities (interest free)	94,071
Total Liabilities	1,201,631
Capital	
Total Planned Investment	6,412,052
Loss at Start-up (Start-up Expenses)	3,424,200
Total Capital	2,987,852
Total Capital and Liabilities	4,189,483
Total Funding	20,389,200

8.2. Important Assumptions

Following is a summary of the major assumptions regarding revenues and expenditures for the above referenced project. The model forecasts revenues and expenditures for a ten-year period.

Revenues

Revenues will be generated for the project as follows:

Product	Count	Price Point	Size(SF)
Beach Villas	625	\$650,000	3500
Townhomes	1375	\$425,000	2250
Attainable Housing	1500	\$100,000	800
Garden-Rise	1450	\$350,000	1200
Low Rise	1250	\$475,000	1400
Mid-Rise	850	\$575,000	1600
Estate Home - Mountain Top	1100	\$550,000	3000
ACLF - Pad Site Sale	150	\$25,000	N/A
Resort Pad Sites Sales	960	\$25,000	N/A
Marina - A - Mega Yacht Marina	200	\$375,000	N/A
Marina - B - Public Marina	150	\$200,000	N/A
International Airport	1	\$28,750,000	N/A

As noted above the residential product consists of six product lines, ranging from smaller single family homes (e.g. attainable at 800 SF), up to the larger beach front and estate homes (e.g. 3-3,500 S.F.) Four multifamily product types are proposed consisting of townhomes, and three types of flat over flat product, noted as garden (2-stories), low (3-stories), and mid-rise (5-6 stories). The sales of pad sites to resort/ACLF developers (e.g. Marriot, etc.) are also contemplated to generate revenues.

The sale of slips at the mega yacht and public marina are also included, as well as the sale of the international airport based upon a 15% return on the cost to develop. The project also contemplates the construction of a cruise ship terminal. Accordingly, we have budgeted for the construction of a cruise ship terminal facility, but have not forecast corresponding revenue in this

preliminary draft, due to a current lack of information regarding the proposed facilities revenue expectations.

Total projected revenues over the period are, \$3,497,125,000, Net revenues are \$3,269,811,875, after incurring \$227,313,125 of selling expenses.

Following are the major assumptions regarding expenditures:

Expenditures:

- Land - 4,000 acres at \$10,000 Acre: \$115MM..
- Construction Costs
 1. Infrastructure – the cost of the communities infrastructure (e.g. water/sewer/internal roads, drainage), is based upon 3,000 acres at \$150,000 per acre.
 2. Environmental Restoration Enhancement – Allowance of \$50,000,000 for reforestation and enhancement of water impoundment features.
 3. Organic Food Production – Allowance of \$1, 000,000 to create the opportunity to grow produce to sustain the community and create employment opportunities.
 4. Residential Construction Cost – This includes the cost to construct, contractors profit, design fees and fixtures/Furnishing/Equipment
 5. Town Centers – The East Town Center is approximately 183,000 SF. The cost includes construction hard cost, contractor's fee, design fee, and furniture fixtures and equipment. R.S. Means Constructions Cost indices were used as a basis to provide conservative costs estimates. Likewise the West Town Center consists of 150,000 SF and follows the same methodology.
 6. Regional Road Network – cost includes the construction of up to a four lane facility, and includes the Three Rivers bridge for a cost of \$48,000,000,
 7. Mega Yacht Basin, Public Marina, Cruise Ship Terminal – Cost estimate provided by ATM.
 8. Infrastructure - Power/Water/Sewer: The cost to provide Power, water, and sewer to the proposed community has been included. This information was provided by Ben Eldridge, an Engineer from the V-3 group, who has familiarity with the property.
 9. Amenities. The cost to construct the following amenities are also included – 18-hole golf course, tennis center, beach club, equestrian center, soccer, hiking/biking center. The cost includes construction hard cost, contractor's fee, design fee, and furniture fixtures and equipment. R.S. Means Constructions

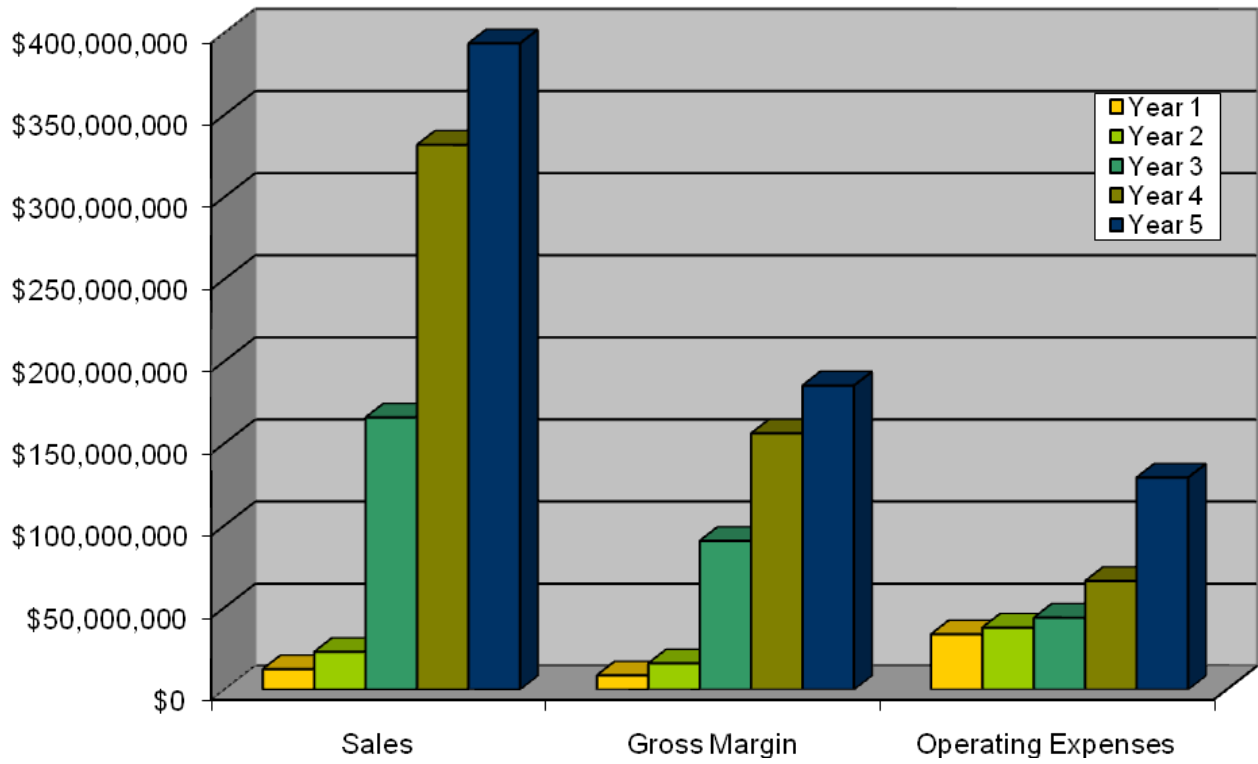
Cost indices were used as a basis to provide conservative costs estimates.

10. Work Force Housing Relocation Housing Units – includes the cost to construct approximately 1,000 400 SF homes for the residents of the area.

- Architecture/Engineering – As stated above design costs have been included in the cost to construct the various components of the Village Center. The costs attributed in this category are attributed to master planning, civil engineering for the community and all associated facilities, and the marine engineer's fees associated with the port facilities and fees for an airport consultant.
- Legal Fee's – Assumed \$4,050MM for cost associated with partnership documents and entity agreements.
- Development Fee – assumed 2.5% of total project costs, attributed to the entity responsible for managing the development of the mixed use community.
- Advertising and Promotion – assumed \$11.5MM to advertise and promote the community.
- Administrative Fee's – Assumed \$23MM attribute to costs to staff, and over expenses associated with the Executive Management function of overseeing the development and operational aspects of the project on a long term basis.
- Overhead/Accounting - \$1.380MM for 10-years
- Temporary Housing – included \$750,000 to house construction and development staff during the initial start up period.
- Financing – Assumed 20% Equity, 80% Debt, and that financing transaction would be closed in the State of Florida. Likewise cost of funds is 10%.
- Contingency – 20% total project costs.

8.3. Key Financial Indicators

Benchmarks



8.4. Break-even Analysis

Break-Even Analysis	Projection											
\$'	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
	Year 1	Year 1	Year 1	Year 1	Year 1	Year 1	Year 1	Year 1	Year 1	Year 1	Year 1	Year 1
Net Sales	0	0	0	0	0	1,000,000	1,916,667	1,916,667	1,916,666	1,916,667	1,916,667	1,916,666
Gross Profit	0	0	0	0	0	700,000	1,333,334	1,333,334	1,333,332	1,333,334	1,333,334	1,333,332
Gross Profit Margin %	0.00%	0.00%	0.00%	0.00%	0.00%	70.00%	69.57%	69.57%	69.57%	69.57%	69.57%	69.57%
Total Operating Expenses	2,426,003	2,426,003	2,426,003	2,426,003	2,426,003	3,126,003	3,075,222	3,075,222	3,075,221	3,075,222	3,075,222	3,075,221
Break-Even Sales	2,426,003	2,426,003	2,426,003	2,426,003	2,426,003	3,126,003	3,075,222	3,075,222	3,075,221	3,075,222	3,075,222	3,075,221

Fiscal	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Fiscal	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Fiscal	Fiscal	Fiscal
Year 1	Year 2	Year 2	Year 2	Year 2	Year 2	Year 3	Year 3	Year 3	Year 3	Year 3	Year 4	Year 5
12,500,000	5,750,000	5,750,000	5,750,000	5,750,000	23,000,000	5,750,000	5,750,000	77,125,000	77,125,000	165,750,000	331,750,000	393,500,000
8,700,000	4,000,000	4,000,000	4,000,000	4,000,000	16,000,000	4,000,000	4,000,000	41,290,625	41,290,625	90,581,250	156,001,250	185,189,500
69.60%	69.57%	69.57%	69.57%	69.57%	69.57%	69.57%	69.57%	53.54%	53.54%	54.65%	47.02%	47.06%
33,707,348	9,007,240	9,007,240	9,887,821	9,887,821	37,790,122	10,591,464	10,591,464	11,289,369	11,289,369	43,761,666	66,650,265	129,821,515
33,707,348	9,007,240	9,007,240	9,887,821	9,887,821	37,790,122	10,591,464	10,591,464	11,289,369	11,289,369	43,761,666	66,650,265	129,821,515

Summary Break-Even Analysis - Annual Basis

	Projection				
	Fiscal	Fiscal	Fiscal	Fiscal	Fiscal
	Year 1	Year 2	Year 3	Year 4	Year 5
Net Sales	12,500,000	23,000,000	165,750,000	331,750,000	393,500,000
Gross Profit	8,700,000	16,000,000	90,581,250	156,001,250	185,189,500
Total Operating Expenses	33,707,348	37,790,122	43,761,666	66,650,265	129,821,515
Break-Even Sales	33,707,348	37,790,122	43,761,666	66,650,265	129,821,515

8.5. Projected Profit and Loss

Profit & Loss \$'	Projection												
	Month 1 Year 1	Month 2 Year 1	Month 3 Year 1	Month 4 Year 1	Month 5 Year 1	Month 6 Year 1	Month 7 Year 1	Month 8 Year 1	Month 9 Year 1	Month 10 Year 1	Month 11 Year 1	Month 12 Year 1	Fiscal Year 1
Gross Sales	0	0	0	0	0	1,000,000	1,916,667	1,916,667	1,916,666	1,916,667	1,916,667	1,916,666	12,500,000
Returns, Discounts & Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Sales	0	0	0	0	0	1,000,000	1,916,667	1,916,667	1,916,666	1,916,667	1,916,667	1,916,666	12,500,000
Cost of Goods Sold													
Selling Expenses	0	0	0	0	0	300,000	583,333	583,333	583,334	583,333	583,333	583,334	3,800,000
Cost of Sales	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Cost of Goods Sold	0	0	0	0	0	300,000	583,333	583,333	583,334	583,333	583,333	583,334	3,800,000
Gross Profit	0	0	0	0	0	700,000	1,333,334	1,333,334	1,333,332	1,333,334	1,333,334	1,333,332	8,700,000
% of Gross Sales	0.00%	0.00%	0.00%	0.00%	0.00%	70.00%	69.57%	69.57%	69.57%	69.57%	69.57%	69.57%	69.60%
Operating Expenses													
Sales & Marketing													
Development Fee	384,327	384,327	384,327	384,327	384,327	384,327	384,327	384,327	384,327	384,327	384,327	384,327	4,611,924
Sales and Marketing Advertising and Promotion	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	390,000
Promotional Events	61,667	61,667	61,666	61,667	61,667	61,666	83,333	83,333	83,333	83,333	83,333	83,333	869,998
Market Analysis/Studies	60,000	60,000	60,000	60,000	60,000	60,000	103,333	103,333	103,333	103,333	103,333	103,333	979,998
Total Sales & Marketing	61,667	61,667	61,666	61,667	61,667	61,666	61,667	61,667	61,667	61,667	61,667	61,667	740,002
General & Administration	600,161	600,161	600,159	600,161	600,161	600,159	665,160	665,160	665,160	665,160	665,160	665,160	7,591,922
All Risk Insurance	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	1,656,000
Agency/Approval	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	78,000
Coordination													
Architecture and Engineering	326,262	326,262	326,262	326,262	326,262	326,262	447,096	447,096	447,096	447,096	447,096	447,096	4,640,148
Surveys	67,333	67,333	67,334	67,333	67,333	67,334	58,667	58,667	58,667	58,667	58,667	58,667	756,002
Testing/Inspections	0	0	0	0	0	0	32,781	32,781	32,781	32,781	32,781	32,781	196,686
Salaries/Benefits	375,792	375,792	375,792	375,792	375,792	375,792	375,792	375,792	375,792	375,792	375,792	375,792	4,509,504
SOGEDDEV US Office Space	33,470	33,470	33,470	33,470	33,470	33,470	33,470	33,470	33,470	33,470	33,470	33,470	401,640
Administrative Fees	460,000	460,000	460,000	460,000	460,000	760,000	460,000	460,000	460,000	460,000	460,000	460,000	5,820,000
Overhead - Accounting	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Village Cost - Operating Cost	390,000	390,000	390,000	390,000	390,000	790,000	390,000	390,000	390,000	390,000	390,000	390,000	5,080,000
Legal Expenses	0	0	0	0	0	0	21,667	21,667	21,666	21,667	21,667	21,666	130,000
Utilities	0	0	0	0	0	0	217	217	216	217	217	216	1,300
Repairs and Maintenance	0	0	0	0	0	0	5,200	5,200	5,200	5,200	5,200	5,200	31,200
Temporary Housing	0	0	0	0	0	0	108,334	108,334	108,334	108,334	108,334	108,334	650,004

Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	0
Total General & Administration	1,822,357	1,822,357	1,822,358	1,822,357	1,822,357	2,522,358	2,102,724	2,102,724	2,102,722	2,102,724	2,102,724	2,102,722	24,250,484
Interest/Financing Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation & Amortization	3,485	3,485	3,486	3,485	3,485	3,486	307,339	307,339	307,339	307,339	307,340	307,340	1,864,948
Total Operating Expenses	2,426,003	2,426,003	2,426,003	2,426,003	2,426,003	3,126,003	3,075,223	3,075,223	3,075,221	3,075,223	3,075,224	3,075,222	33,707,354
% of Gross Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	160.45%	160.45%	160.45%	160.45%	160.45%	160.45%	269.66%
Operating Profit	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-1,741,889	-1,741,889	-1,741,889	-1,741,889	-1,741,890	-1,741,890	-25,007,354
% of Gross Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-90.88%	-90.88%	-90.88%	-90.88%	-90.88%	-90.88%	-200.06%
Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-Tax Profit	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-1,741,889	-1,741,889	-1,741,889	-1,741,889	-1,741,890	-1,741,890	-25,007,354
% of Gross Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-90.88%	-90.88%	-90.88%	-90.88%	-90.88%	-90.88%	-200.06%
Income Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-1,741,889	-1,741,889	-1,741,889	-1,741,889	-1,741,890	-1,741,890	-25,007,354
% of Gross Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-90.88%	-90.88%	-90.88%	-90.88%	-90.88%	-90.88%	-200.06%

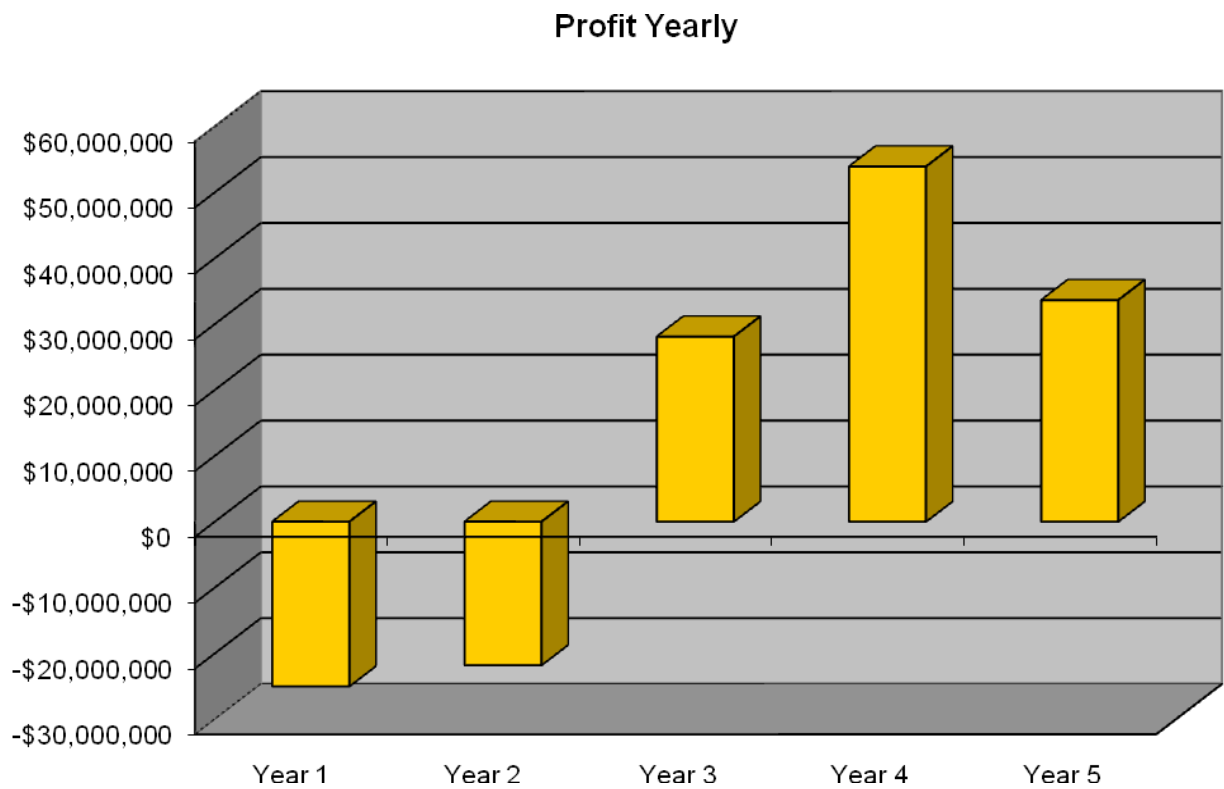
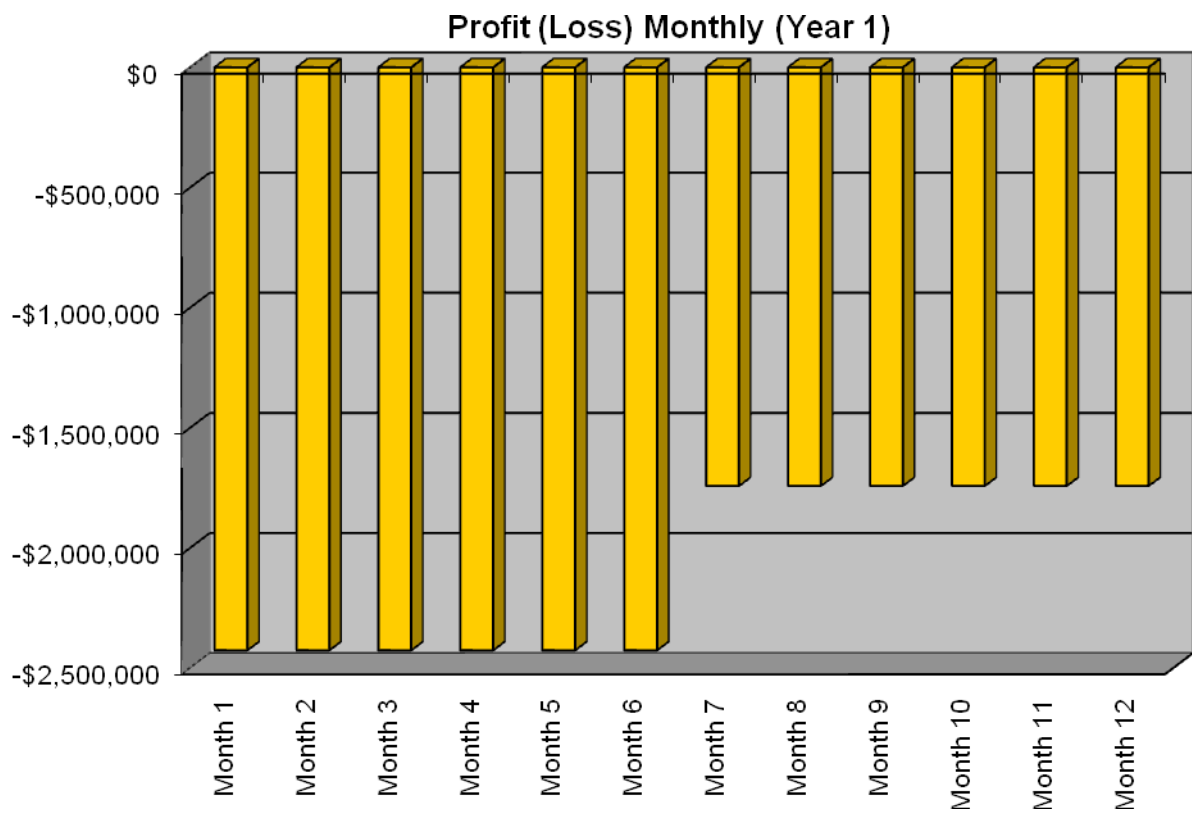
Quarter 1 Year 2	Quarter 2 Year 2	Quarter 3 Year 2	Quarter 4 Year 2	Fiscal Year 2	Quarter 1 Year 3	Quarter 2 Year 3	Quarter 3 Year 3	Quarter 4 Year 3	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5
5,750,000	5,750,000	5,750,000	5,750,000	23,000,000	5,750,000	5,750,000	77,125,000	77,125,000	165,750,000	331,750,000	393,500,000
0	0	0	0	0	0	0	0	0	0	0	0
5,750,000	5,750,000	5,750,000	5,750,000	23,000,000	5,750,000	5,750,000	77,125,000	77,125,000	165,750,000	331,750,000	393,500,000

1,750,000	1,750,000	1,750,000	1,750,000	7,000,000	1,750,000	1,750,000	6,389,375	6,389,375	16,278,750	27,068,750	31,082,500
0	0	0	0	0	0	0	29,445,000	29,445,000	58,890,000	148,680,000	177,228,000
1,750,000	1,750,000	1,750,000	1,750,000	7,000,000	1,750,000	1,750,000	35,834,375	35,834,375	75,168,750	175,748,750	208,310,500
4,000,000	4,000,000	4,000,000	4,000,000	16,000,000	4,000,000	4,000,000	41,290,625	41,290,625	90,581,250	156,001,250	185,189,500
69.57%	69.57%	69.57%	69.57%	69.57%	69.57%	69.57%	53.54%	53.54%	54.65%	47.02%	47.06%

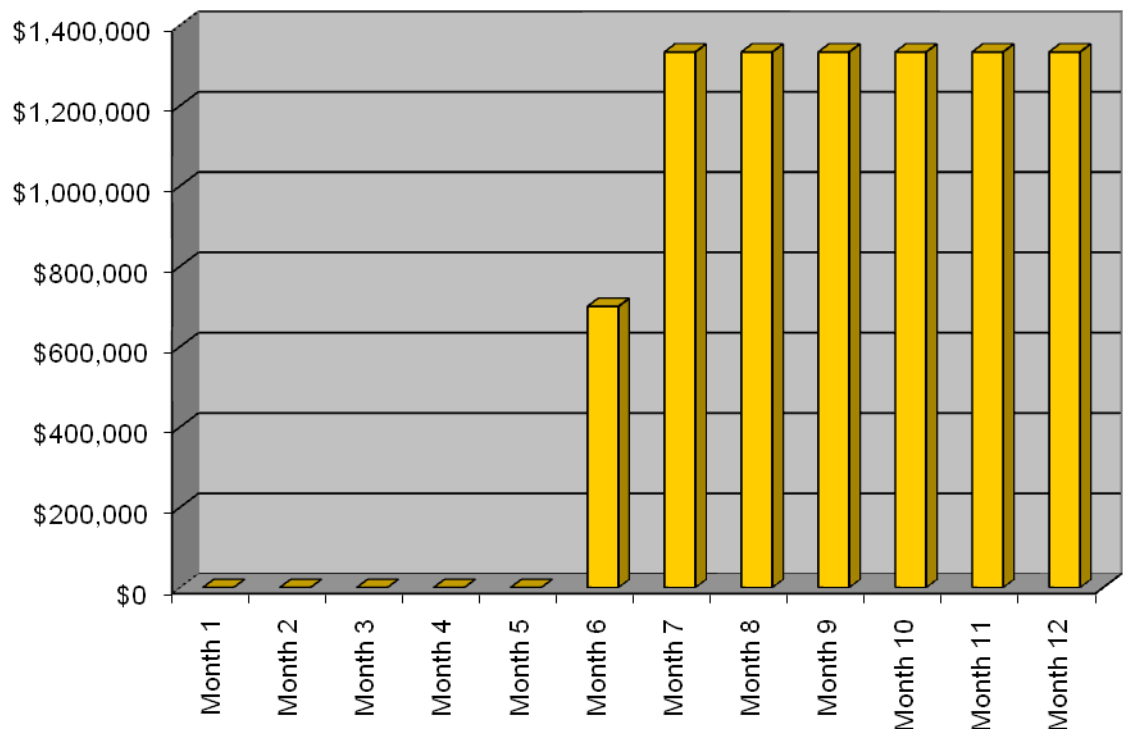
1,102,867	1,102,867	1,102,867	1,102,867	4,411,468	1,050,697	1,050,697	1,050,697	1,050,697	4,202,788	3,985,549	3,928,733
97,500	97,500	97,500	97,500	390,000	97,500	97,500	97,500	97,500	390,000	390,000	390,000
250,000	250,000	250,000	250,000	1,000,000	250,000	250,000	250,000	250,000	1,000,000	870,000	740,000
310,000	310,000	310,000	310,000	1,240,000	310,000	310,000	310,000	310,000	1,240,000	1,240,000	980,000
60,000	60,000	0	0	120,000	0	0	0	0	0	0	0
1,820,367	1,820,367	1,760,367	1,760,367	7,161,468	1,708,197	1,708,197	1,708,197	1,708,197	6,832,788	6,485,549	6,038,733

414,000	414,000	414,000	414,000	1,656,000	414,000	432,000	414,000	414,000	1,674,000	1,656,000	1,656,000
19,500	19,500	127,500	127,500	294,000	127,500	109,500	127,500	127,500	492,000	510,000	510,000
1,338,788	1,338,788	1,164,288	1,164,288	5,006,152	891,788	891,788	672,788	672,788	3,129,152	2,454,150	531,150

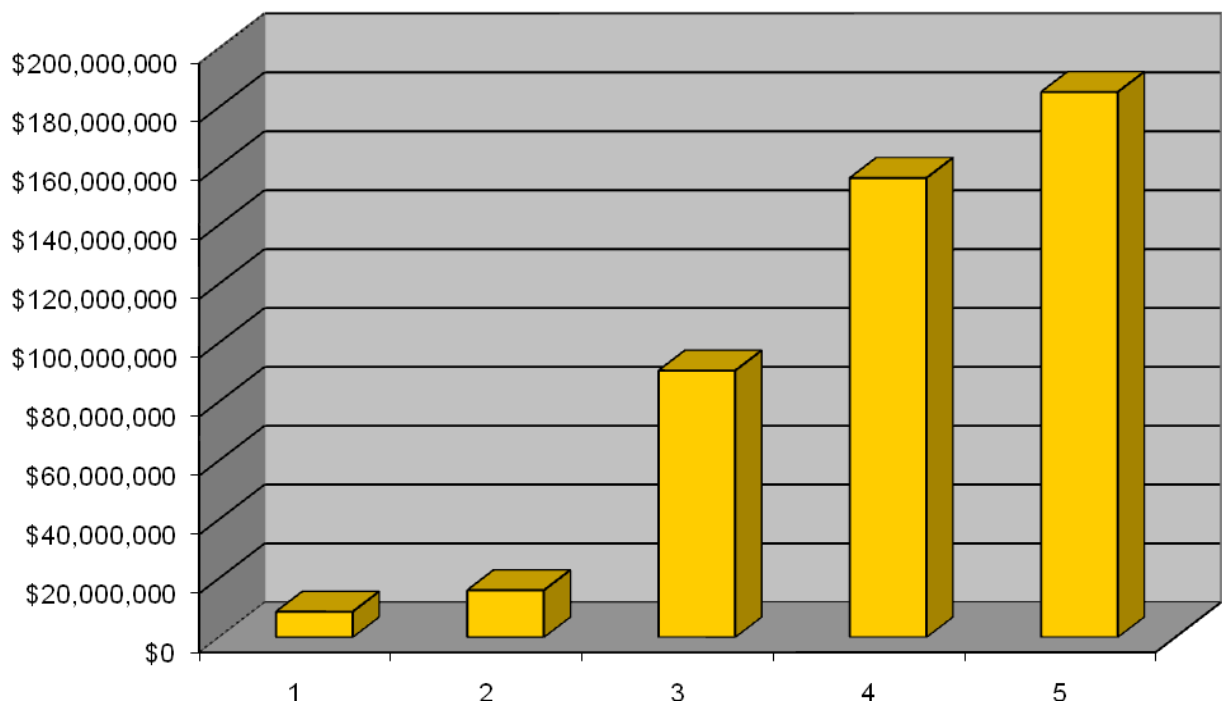
150,000	150,000	14,596	0	314,596	0	0	150,000	150,000	300,000	0	0
168,417	168,417	53,153	67,748	457,735	816,391	816,391	1,156,874	1,156,874	3,946,530	11,360,705	4,424,218
1,172,470	1,172,470	1,172,470	1,172,470	4,689,880	1,219,369	1,219,369	1,219,369	1,219,369	4,877,476	5,072,574	5,106,145
105,430	105,430	105,430	105,430	421,720	110,701	110,701	110,701	110,701	442,804	464,945	488,192
1,380,000	1,380,000	1,380,000	1,380,000	5,520,000	1,380,000	1,380,000	1,380,000	1,380,000	5,520,000	5,520,000	5,520,000
75,000	75,000	75,000	75,000	300,000	75,000	75,000	75,000	75,000	300,000	300,000	300,000
1,170,000	1,170,000	1,170,000	1,170,000	4,680,000	1,170,000	1,170,000	1,170,000	1,170,000	4,680,000	4,680,000	4,680,000
125,000	125,000	60,000	60,000	370,000	60,000	60,000	120,000	120,000	360,000	360,000	240,000
650	650	650	650	2,600	650	650	18,650	18,650	38,600	74,600	150,000
15,600	15,600	15,600	15,600	62,400	15,600	15,600	30,000	30,000	91,200	120,000	120,000
0	0	0	0	0	0	0	75,000	75,000	150,000	300,000	300,000
0	0	0	0	0	0	0	0	0	0	0	0
6,134,855	6,134,855	5,752,687	5,752,686	23,775,083	6,280,999	6,280,999	6,719,882	6,719,882	26,001,762	32,872,974	24,025,705
0	0	0	0	0	0	0	10,323	10,323	20,646	2,880,421	12,900,987
1,052,018	1,052,018	2,374,768	2,374,768	6,853,572	2,602,268	2,602,268	2,850,967	2,850,967	10,906,470	23,892,950	86,154,090
9,007,240	9,007,240	9,887,822	9,887,821	37,790,123	10,591,464	10,591,464	11,289,369	11,289,369	43,761,666	66,131,894	129,119,515
156.65%	156.65%	171.96%	171.96%	164.30%	184.20%	184.20%	14.64%	14.64%	26.40%	19.93%	32.81%
-5,007,240	-5,007,240	-5,887,822	-5,887,821	-21,790,123	-6,591,464	-6,591,464	30,001,256	30,001,256	46,819,584	89,869,356	56,069,985
-87.08%	-87.08%	-102.40%	-102.40%	-94.74%	-114.63%	-114.63%	38.90%	38.90%	28.25%	27.09%	14.25%
0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
-5,007,240	-5,007,240	-5,887,822	-5,887,821	-21,790,123	-6,591,464	-6,591,464	30,001,256	30,001,256	46,819,584	89,869,356	56,069,985
-87.08%	-87.08%	-102.40%	-102.40%	-94.74%	-114.63%	-114.63%	38.90%	38.90%	28.25%	27.09%	14.25%
0	0	0	0	0	0	0	9,363,917	9,363,917	18,727,834	35,947,742	22,427,994
-5,007,240	-5,007,240	-5,887,822	-5,887,821	-21,790,123	-6,591,464	-6,591,464	20,637,339	20,637,339	28,091,750	53,921,614	33,641,991
-87.08%	-87.08%	-102.40%	-102.40%	-94.74%	-114.63%	-114.63%	26.76%	26.76%	16.95%	16.25%	8.55%



Gross Margin Monthly (Year 1)



Gross Margin Yearly



8.6. Projected Cash Flow

Cash Flow \$'	Projection Fiscal Year 1						Fiscal Year 1					
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
SOURCES OF CASH												
From Operations												
Pre-Tax Profit	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-2,426,003	-1,741,889	-1,741,889	-1,741,889	-1,741,889	-1,741,889	-1,741,889
Depreciation	83	83	83	83	83	83	289,767	289,767	289,767	289,767	289,767	289,767
Amortization	3,402	3,402	3,402	3,402	3,402	3,402	17,572	17,573	17,572	17,572	17,573	17,572
Increase in Accounts Payable	0	0	0	0	0	1,000,000	0	0	0	0	0	0
Less												
Increase in Accounts Receivable	0	0	0	0	0	-1,000,000	0	0	0	0	0	0
Increase in Other Assets	-252,500	-252,500	-252,500	-252,500	-252,500	-252,500	-110,800	-110,800	-110,800	-110,800	-110,800	-110,800
Increase in Inventory	0	0	0	0	0	0	0	0	0	0	0	0
From Financings and Misc.												
Proceeds from Company Assets	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Company Investments	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Short-Term Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Long-Term Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Company Stock	12,853,435	12,853,435	12,853,435	12,853,435	12,853,435	12,853,435	12,914,100	12,914,100	12,914,100	12,914,100	12,914,100	12,914,100
Total Sources of Cash	10,178,417	10,178,417	10,178,417	10,178,417	10,178,417	10,178,417	11,368,750	11,368,751	11,368,750	11,368,750	11,368,751	11,368,750
USES OF CASH												
Purchase of Fixed Assets	-10,178,417	-10,178,417	-10,178,417	-10,178,417	-10,178,417	-10,178,417	-10,035,417	-10,035,417	-10,035,417	-10,035,417	-10,035,417	-10,035,417
Purchase of Investments	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of Short-Term Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of Long-Term Borrowings	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Company Stock	0	0	0	0	0	0	0	0	0	0	0	0
Distribution Payments	0	0	0	0	0	0	0	0	0	0	0	0
Income Tax	0	0	0	0	0	0	0	0	0	0	0	0
Total Uses of Cash	-10,178,417	-10,178,417	-10,178,417	-10,178,417	-10,178,417	-10,178,417	-10,035,417	-10,035,417	-10,035,417	-10,035,417	-10,035,417	-10,035,417
Increase (Decrease) in Cash	0	0	0	0	0	0	1,333,333	1,333,334	1,333,333	1,333,333	1,333,334	1,333,333
Beginning Cash Balance	11,329	11,329	11,329	11,329	11,329	11,329	11,329	1,344,662	2,677,996	4,011,329	5,344,662	6,677,996
Ending Cash Balance	11,329	11,329	11,329	11,329	11,329	11,329	1,344,662	2,677,996	4,011,329	5,344,662	6,677,996	8,011,329

Cash Flow

Projection
Fiscal Year
Quarter 1

2
Quarter 2

Quarter 3

Quarter 4

Fiscal Year
Quarter 1

3
Quarter 2

Quarter 3

Quarter 4

Fiscal
Year 4

Fiscal
Year 5

SOURCES OF CASH

From Operations

Pre-Tax Profit	-5,007,240	-5,007,240	-5,887,822	-5,887,821	-6,591,464	-6,591,464	30,001,255	30,001,255	89,869,356	56,069,985
Depreciation	999,300	999,300	2,322,050	2,322,050	2,549,550	2,549,550	2,669,550	2,669,550	23,167,280	85,428,420
Amortization	52,718	52,718	52,719	52,718	52,718	52,718	181,418	181,417	725,670	725,670
Increase in Accounts Payable	0	0	0	0	0	0	0	0	0	0

Less

Increase in Accounts Receivable	0	0	0	0	0	0	0	0	0	0
Increase in Other Assets	-332,400	-332,400	-182,400	-182,400	-107,400	-107,400	0	0	0	0
Increase in Inventory	0	0	0	0	0	0	0	0	0	0

From Financings and Misc.

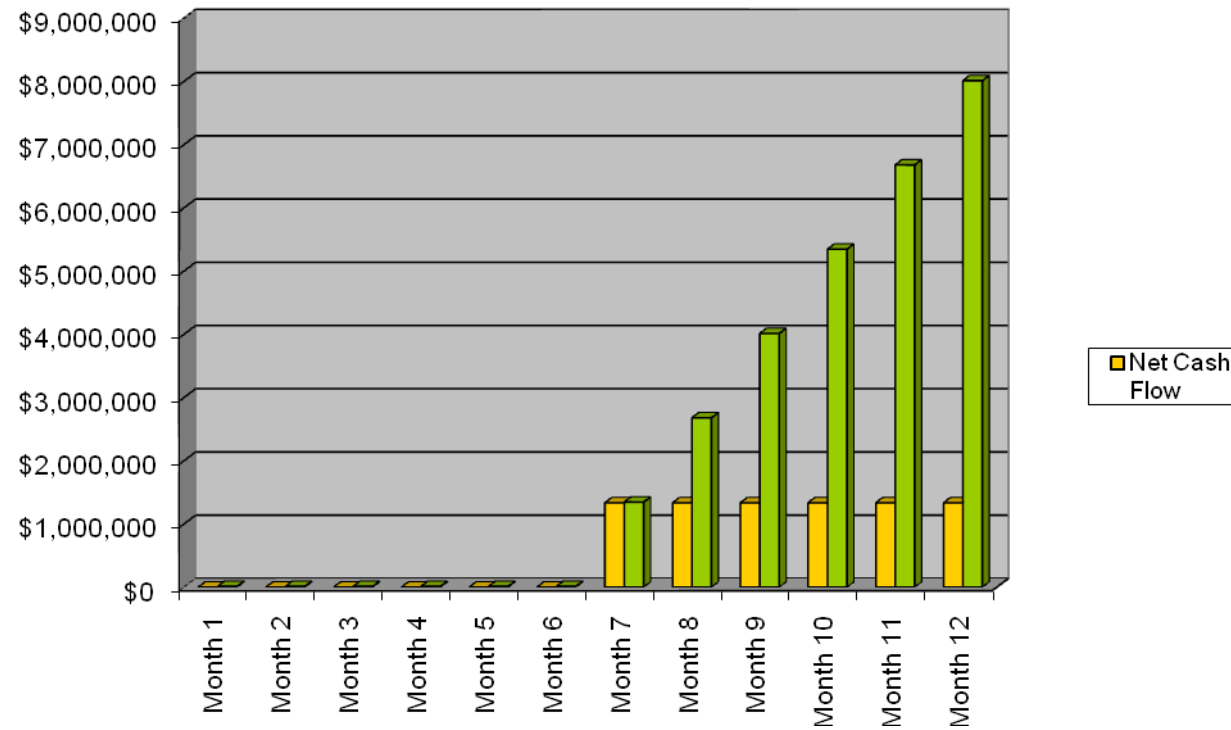
Proceeds from Company Assets	0	0	0	0	0	0	0	0	0	0
Proceeds from Company Investments	0	0	0	0	0	0	0	0	0	0
Proceeds from Short-Term Borrowings	0	0	0	0	0	0	0	0	0	0
Proceeds from Long-Term Borrowings	0	0	0	0	0	825,806	6,126,592	6,126,592	222,188,176	78,881,675
Proceeds from Sale of Company Stock	37,600,422	37,600,422	12,537,003	12,537,003	74,620,646	73,794,840	102,884,235	102,884,235	106,048,449	0
Total Sources of Cash	33,312,800	33,312,800	8,841,550	8,841,550	70,524,050	70,524,050	141,863,050	141,863,049	441,998,931	221,105,750

USES OF CASH

Purchase of Fixed Assets	-29,312,800	-29,312,800	-4,841,550	-4,841,550	-70,524,050	-70,524,050	-75,127,425	-75,127,425	-403,855,700	-221,105,750
Purchase of Investments	0	0	0	0	0	0	0	0	0	0
Repayment of Short-Term Borrowings	0	0	0	0	0	0	0	0	0	0
Repayment of Long-Term Borrowings	0	0	0	0	0	0	0	0	0	0
Purchase of Company Stock	0	0	0	0	0	0	0	0	0	0
Distribution Payments	0	0	0	0	0	0	0	0	0	0
Income Tax	0	0	0	0	0	0	-9,363,917	-9,363,917	-35,947,742	-22,427,994
Total Uses of Cash	-29,312,800	-29,312,800	-4,841,550	-4,841,550	-70,524,050	-70,524,050	-84,491,342	-84,491,342	-439,803,442	-243,533,744

Increase (Decrease) in Cash	4,000,000	4,000,000	4,000,000	4,000,000	0	0	57,371,708	57,371,707	2,195,489	-22,427,994
Beginning Cash Balance	8,011,329	12,011,329	16,011,329	20,011,329	24,011,329	24,011,329	24,011,329	81,383,037	138,754,744	140,950,233
Ending Cash Balance	12,011,329	16,011,329	20,011,329	24,011,329	24,011,329	24,011,329	81,383,037	138,754,744	140,950,233	118,522,239

Cash (Year 1)



8.7. Projected Balance Sheet

Balance Sheet		Projection											
\$'	Pre-Trading	Fiscal Year 1						Fiscal Year 1					
	Bal. Sheet	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Current Assets													
Cash at Bank and In Hand	11,329	11,329	11,329	11,329	11,329	11,329	11,329	1,344,662	2,677,996	4,011,329	5,344,662	6,677,996	8,011,329
Accounts Receivable	0	0	0	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Other Current Assets	25,781	25,781	25,781	25,781	25,781	25,781	25,781	25,781	25,781	25,781	25,781	25,781	25,781
Total Current Assets	37,110	37,110	37,110	37,110	37,110	37,110	1,037,110	2,370,443	3,703,777	5,037,110	6,370,443	7,703,777	9,037,110
Fixed Assets													
Land & Buildings	2,225,000	9,575,917	16,926,833	24,277,750	31,628,667	38,979,583	46,330,500	54,180,500	62,030,500	69,880,500	77,730,500	85,580,500	93,430,500
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0
Plant & Machinery	0	0	0	0	0	0	0	0	0	0	0	0	0
Furniture, Equipment & Vehicles	5,000	2,832,500	5,660,000	8,487,500	11,315,000	14,142,500	16,970,000	16,970,000	16,970,000	16,970,000	16,970,000	16,970,000	16,970,000
Other (Develop/Project Costs)	5,017,423	5,017,423	5,017,423	5,017,423	5,017,423	5,017,423	5,017,423	7,202,840	9,388,256	11,573,673	13,759,090	15,944,506	18,129,923
Accumulated Depreciation	0	-83	-167	-250	-333	-417	-500	-290,267	-580,033	-869,800	-1,159,567	-1,449,333	-1,739,100
Total Fixed Assets	7,247,423	17,425,757	27,604,089	37,782,423	47,960,757	58,139,089	68,317,423	78,063,073	87,808,723	97,554,373	107,300,023	117,045,673	126,791,323
Other Assets													
Start Up Costs	0	252,500	505,000	757,500	1,010,000	1,262,500	1,515,000	1,625,800	1,736,600	1,847,400	1,958,200	2,069,000	2,179,800
Organizational Costs	79,150	79,150	79,150	79,150	79,150	79,150	79,150	79,150	79,150	79,150	79,150	79,150	79,150
Intangible Assets	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Accumulated Amortization	0	-3,402	-6,805	-10,208	-13,610	-17,013	-20,415	-37,987	-55,560	-73,133	-90,705	-108,278	-125,850
Total Other Assets	329,150	578,248	827,345	1,076,442	1,325,540	1,574,637	1,823,735	1,916,963	2,010,190	2,103,417	2,196,645	2,289,872	2,383,100
TOTAL ASSETS	7,613,683	18,041,115	28,468,544	38,895,975	49,323,407	59,750,836	71,178,268	82,350,479	93,522,690	104,694,900	115,867,111	127,039,322	138,211,533
Current Liabilities													
Accounts Payable	0	0	0	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

Short Term Debt	0	0	0	0	0	0	0	0	0	0	0	0	0
Long Term Debt - Current Portion	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment Leases - Current Portion	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	94,071	94,071	94,071	94,071	94,071	94,071	94,071	94,071	94,071	94,071	94,071	94,071	94,071
Total Current Liabilities	94,071	94,071	94,071	94,071	94,071	94,071	1,094,071	1,094,071	1,094,071	1,094,071	1,094,071	1,094,071	1,094,071

Long Term Liabilities

Long Term Debt	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment Leases	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Long Term Liabilities	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560
Total Long Term Liabilities	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560

TOTAL LIABILITIES	1,201,631	1,201,631	1,201,631	1,201,631	1,201,631	1,201,631	2,201,631	2,201,631	2,201,631	2,201,631	2,201,631	2,201,631	2,201,631
-------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Owners Equity
Capital Stock & Paid-in
Surplus

Capital Stock & Paid-in Surplus	6,412,052	19,265,487	32,118,923	44,972,357	57,825,792	70,679,228	83,532,662	96,446,762	109,360,862	122,274,960	135,189,060	148,103,160	161,017,259
Retained Earnings	0	-2,426,003	-4,852,010	-7,278,013	-9,704,016	-12,130,023	-14,556,025	-16,297,914	-18,039,803	-19,781,691	-21,523,580	-23,265,469	-25,007,357
Total Owners Equity	6,412,052	16,839,484	27,266,913	37,694,344	48,121,776	58,549,205	68,976,637	80,148,848	91,321,059	102,493,269	113,665,480	124,837,691	136,009,902

TOTAL LIABILITIES & EQUITY	7,613,683	18,041,115	28,468,544	38,895,975	49,323,407	59,750,836	71,178,268	82,350,479	93,522,690	104,694,900	115,867,111	127,039,322	138,211,533
-------------------------------	-----------	------------	------------	------------	------------	------------	------------	------------	------------	-------------	-------------	-------------	-------------

Balance Sheet	Fiscal Year 2				Fiscal Year 3				Fiscal	Fiscal
\$'	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 4	Year 5

Current Assets

Cash at Bank and In Hand	12,011,329	16,011,329	20,011,329	24,011,329	24,011,329	24,011,329	81,383,037	138,754,744	140,950,233	118,522,239
Accounts Receivable	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Other Current Assets	25,781	25,781	25,781	25,781	25,781	25,781	25,781	25,781	25,781	25,781
Total Current Assets	13,037,110	17,037,110	21,037,110	25,037,110	25,037,110	25,037,110	82,408,818	139,780,525	141,976,014	119,548,020

Fixed Assets

Land & Buildings	111,645,500	154,885,500	154,885,500	159,435,500	159,435,500	161,835,500	161,835,500	213,867,900	523,027,100	569,746,100
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0
Plant & Machinery	0	0	0	0	0	0	0	0	0	0
Furniture, Equipment & Vehicles	16,970,000	16,970,000	16,970,000	16,970,000	16,970,000	16,970,000	16,970,000	16,970,000	16,970,000	16,970,000
Other (Develop/Project Costs)	29,227,723	15,300,523	20,142,073	20,433,623	90,957,673	159,081,723	234,209,148	257,304,173	352,000,673	526,387,423
Accumulated Depreciation	-2,738,400	-3,737,700	-6,059,750	-8,381,800	-10,931,350	-13,480,900	-16,150,450	-18,820,000	-41,987,280	-127,415,700
Total Fixed Assets	155,104,823	183,418,323	185,937,823	188,457,323	256,431,823	324,406,323	396,864,198	469,322,073	850,010,493	985,687,823

Other Assets

Start Up Costs	2,512,200	2,844,600	3,027,000	3,209,400	3,316,800	3,424,200	3,424,200	3,424,200	3,424,200	3,424,200
Organizational Costs	79,150	79,150	79,150	79,150	79,150	79,150	79,150	79,150	79,150	79,150
Intangible Assets	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Accumulated Amortization	-178,568	-231,285	-284,003	-336,720	-389,438	-442,155	-623,573	-804,990	-1,530,660	-2,256,330
Total Other Assets	2,662,782	2,942,465	3,072,147	3,201,830	3,256,512	3,311,195	3,129,777	2,948,360	2,222,690	1,497,020

TOTAL ASSETS

Current Liabilities	170,804,715	203,397,898	210,047,080	216,696,263	284,725,445	352,754,628	482,402,793	612,050,958	994,209,197	1,106,732,863
---------------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	---------------

Accounts Payable

Short Term Debt

Long Term Debt - Current

Portion

Equipment Leases - Current

Portion

Other

Total Current Liabilities	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	0	0	0	0	0	0	0	0	0	0
Long Term Liabilities	0	0	0	0	0	0	0	0	0	0
Long Term Debt	0	0	0	0	0	0	0	0	0	0
Equipment Leases	94,071	94,071	94,071	94,071	94,071	94,071	94,071	94,071	94,071	94,071
Other Long Term Liabilities	1,094,071	1,094,071	1,094,071	1,094,071	1,094,071	1,094,071	1,094,071	1,094,071	1,094,071	1,094,071

Total Long Term Liabilities

	0	0	0	0	0	825,806	6,952,398	13,078,989	235,267,165	314,148,839
TOTAL LIABILITIES	0	0	0	0	0	0	0	0	0	0
	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560
Owners Equity	1,107,560	1,107,560	1,107,560	1,107,560	1,107,560	1,933,366	8,059,958	14,186,549	236,374,725	315,256,399
Capital Stock & Paid-in Surplus										
Retained Earnings	2,201,631	2,201,631	2,201,631	2,201,631	2,201,631	3,027,437	9,154,029	15,280,620	237,468,796	316,350,470

Total Owners Equity

	198,617,681	236,218,103	248,755,106	261,292,109	335,912,755	409,707,592	512,591,827	615,476,062	721,524,511	721,524,511
TOTAL LIABILITIES & EQUITY	-30,014,597	-35,021,836	-40,909,657	-46,797,477	-53,388,941	-59,980,401	-39,343,063	-18,705,724	35,215,890	68,857,882
	168,603,084	201,196,267	207,845,449	214,494,632	282,523,814	349,727,191	473,248,764	596,770,338	756,740,401	790,382,393

	170,804,715	203,397,898	210,047,080	216,696,263	284,725,445	352,754,628	482,402,793	612,050,958	994,209,197	1,106,732,863
--	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	-------------	---------------

8.8. Business Ratios

Financial Ratios	Projection											
\$'	Fiscal Year 1											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Liquidity Ratios (times)												
Current Ratio	0.39448927	0.39448927	0.39448927	0.39448927	0.39448927	0.39448927	0.94793665	2.1666263	3.38531686	4.6040065	5.82269615	7.04138671
Quick Ratio	0.39448927	0.39448927	0.39448927	0.39448927	0.39448927	0.39448927	0.94793665	2.1666263	3.38531686	4.6040065	5.82269615	7.04138671
Leverage Ratios (times)												
Total Debt to Total Net Assets	0.18740194	0.07135795	0.0440692	0.03187828	0.02497063	0.02052344	0.0319185	0.02746928	0.02410869	0.02148074	0.01936939	0.01763595
Total Debt to Owners Equity	0.18740194	0.07135795	0.0440692	0.03187828	0.02497063	0.02052344	0.0319185	0.02746928	0.02410869	0.02148074	0.01936939	0.01763595
Profitability Ratios (%)												
Gross Profit Margin	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Operating Profit Margin	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pre-Tax Profit Margin	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Return on Owners Equity	-14.41%	-17.79%	-19.31%	-20.17%	-20.72%	-21.10%	-20.33%	-19.75%	-19.30%	-18.94%	-18.64%	-18.39%
Return on Total Net Assets	-14.41%	-17.79%	-19.31%	-20.17%	-20.72%	-21.10%	-20.33%	-19.75%	-19.30%	-18.94%	-18.64%	-18.39%
Efficiency Ratios												
Accounts Receivable to Sales	0	0	0	0	0	1	0.52173904	0.52173904	0.52173931	0.52173904	0.52173904	0.52173931
Accounts Payable to Purchases	0	0	0	0	0	1	0.52173904	0.52173904	0.52173931	0.52173904	0.52173904	0.52173931
Total Net Assets Turnover	0	0	0	0	0	0	0.02391384	0.02098823	0.01870041	0.01686235	0.01535327	0.01409211
Sales to Inventory (turns)	0	0	0	0	0	0	0	0	0	0	0	0
Debt Interest Cover	0	0	0	0	0	0	0	0	0	0	0	0
Distributions Cover	0	0	0	0	0	0	0	0	0	0	0	0

Financial Ratios	Fiscal Year 2				Fiscal Year 3		Fiscal Year 3		Fiscal Year 4	Fiscal Year 5
\$'	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Liquidity Ratios (times)										
Current Ratio	11.9161462	15.5722161	19.2282859	22.8843558	22.8843558	22.8843558	75.3230988	127.761841	129.768556	109.268978
Quick Ratio	11.9161462	15.5722161	19.2282859	22.8843558	22.8843558	22.8843558	75.3230988	127.761841	129.768556	109.268978
Leverage Ratios (times)										
Total Debt to Total Net Assets	0.01305807	0.0109427	0.01059264	0.01026427	0.00779273	0.00865657	0.01934295	0.02560553	0.31380483	0.4002499
Total Debt to Owners Equity	0.01305807	0.0109427	0.01059264	0.01026427	0.00779273	0.00865657	0.01934295	0.02560553	0.31380483	0.4002499
Profitability Ratios (%)										
Gross Profit Margin	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	53.54%	53.54%	47.02%	47.06%
Operating Profit Margin	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	38.90%	38.90%	27.09%	14.25%
Pre-Tax Profit Margin	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	38.90%	38.90%	16.25%	8.55%
Return on Owners Equity	-17.80%	-17.41%	-19.68%	-21.82%	-18.90%	-17.15%	-8.31%	-3.13%	4.65%	8.71%
Return on Total Net Assets	-17.80%	-17.41%	-19.68%	-21.82%	-18.90%	-17.15%	-8.31%	-3.13%	4.65%	8.71%
Efficiency Ratios										
Accounts Receivable to Sales	0.17391304	0.17391304	0.17391304	0.17391304	0.17391304	0.17391304	0.01296596	0.01296596	0.00301432	0.0025413

Accounts Payable to Purchases	0.17391304	0.17391304	0.17391304	0.17391304	0.17391304	0.17391304	0.01296596	0.01296596	0.00301432	0.0025413
Total Net Assets Turnover	0.03410377	0.02857906	0.02766479	0.0268072	0.02035227	0.01644139	0.16296926	0.12923732	0.4383934	0.49786028
Sales to Inventory (turns)	0	0	0	0	0	0	0	0	0	0
Debt Interest Cover	0	0	0	0	0	0	0	0	0	5.34617793
Distributions Cover	0	0	0	0	0	0	0	0	0	0
Distributions Cover										

Descriptons (Information Only)

Liquidity Ratios (times)

Current Ratio

Current Assets divided by Current Liabilities

Quick Ratio

Current Assets less Inventory divided by Current Liabilities

Leverage Ratios (times)

Total Debt to Total Net Assets

Short and Long Term Debt divided by Total Net Assets (Total Assets less Total Liabilities)

Total Debt to Owners Equity

Short and Long Term Debt divided by Owners Equity

Profitability Ratios (%)

Gross Profit Margin

Gross Profit divided by Net Sales

Operating Profit Margin

Operating Profit divided by Net Sales

Pre-Tax Profit Margin

Pre-Tax Profit divided by Net Sales

Return on Owners Equity

Retained Earnings divided by Owners Equity

Return on Total Net Assets

Retained Earnings divided by Total Net Assets (Total Assets less Total Liabilities)

Efficiency Ratios

Accounts Receivable to Sales

Accounts Receivable divided by Net Sales

Accounts Payable to Purchases

Accounts Payable divided by Net Sales

Total Net Assets Turnover

Net Sales divided by Total Net Assets

Sales to Inventory (turns)

Net Sales divided by Inventory

Debt Interest Cover

Pre-Tax Profit before Net Bank Interest, divided by Net Bank Interest

Distributions Cover

Net Profit divided by Owners Distributions

8.9. Long-term Plan

The Nouveau Kiskeya project is projected to take place over a thirty-year timeframe. The majority of the information provided in this section analyzes the key financial metrics for the initial ten (10) year period; which consists of the first phase of development at Nouveau Kiskaya. Two additional ten year phases are contemplated relative to the development of Nouveau Kiskaya, the 11,500 acre mixed use master plan community.

As previously stated the first phase will consist of 8,150 Units and the majority of the community's amenities that will define its lifestyle. The second phase will consist of the development of 7,500 homes and will occur between years eleven (11) to twenty (20). As noted in the table below, the total cost of Phase Two is \$1,916,560,432. It is assumed that eighty percent of theses cost will be funded through debt, and twenty percent from equity. Likewise Net profit before taxes is projected at approximately \$380,783, 318 and is derived through the sale of the 7,500 for this phase at an average cost of \$325,000 per unit, yielding a pre-tax equity internal rate of return of 20%, and an unleveraged return of 17%.

Second Development Period - 10 Years (years 11 thru 20)					
NK Phase II					
Total Equity	\$ 383,312,086	20.00%			
Total Debt	\$1,533,248,345	80.00%			
Total Cost	\$1,916,560,432	100.00%			
Net Profit	\$ 380,783,318				
Equity IRR (pre-tax)		20%			
Unleveraged Return		17%			

The third phase will consist of the development of 7,500 homes as well as a third town center and will occur between years twenty-one (21) and thirty (30). As noted in the table below, the total cost of Phase Three is \$2,056,305,140. It is assumed that eighty percent of theses cost will be funded through debt, and twenty percent from equity. Likewise Net profit before taxes is projected at approximately \$417,757,360 and is derived through the sale of the 7,500 for this phase at an average cost of \$350,000 per unit, yielding a pre-tax equity internal rate of return of 20%, and an unleveraged return of 17%.

Third Development Period - 10 Years (years 21 thru 30)					
NK Phase II					
Total Equity	\$ 411,261,028	20.00%			
Total Debt	\$1,645,044,112	80.00%			
Total Cost	\$2,056,305,140	100.00%			
Net Profit	\$ 417,757,360				
Equity IRR (pre-tax)		20%			
Unleveraged Return		17%			

As noted in the table below the total cost for development of the Nouveau Kiskeya is approximately \$7,548,427,865. The financial projections presented in this plan were based upon funding 80% of the cost utilizing debt, and approximately 20% of the cost with equity. Total Net Profit before taxes is approximately \$1,651,410,258.13.

Total Development Period - 30 Years (years 1 thru 30)					
Total Equity	\$1,509,685,573				
Total Debt	\$6,038,742,292				
Total Cost	\$7,548,427,865				
Total Net Profit	\$1,651,410,258.13				

As noted previously the development of Noveau Kiskaya will occur over a thirty year time frame. The initial phase will consist of 4,000 acres, leaving the balance 7,500 acres which could be utilized for interim uses that would generate additional revenues until development occurs. As such, although not specifically addressed as any component of the current plan, we intend to analyze the viability and financial feasibility of investigating the best mix of interim uses of the property; which could consist of mining activities, food production, raising live stock, and aquaculture. Any analysis of these activities will have to take into their adjacency and impact on the lifestyle of the community.

8.10. Valuation

8.11. The Investment Offering

8.12. Use of Funds

Use of Funds (Years 1-5)		
Use of Funds - R.E. Development	Year Required	Amount
Selling Expenses - includes closing costs	3-5	53,430,000
Land - Acquisition Cost and R.E. Taxes	1-2	115,558,000
Construction - Common Area Infrastructure and Residences	1-5	1,053,208,200
Architecture and Engineering - includes surveys and testing	1-5	30,326,790
Direct Legal Fees	1-5	3,300,000
Administration Fees	1-5	59,057,396
Start Up Costs - includes utility and common area maintenance	1-5	1,548,000
Interest Expense	5	1,787,625
Total use of funds		1,318,216,011

9. SOCIAL PLAN

Haiti is the least developed country in the western hemisphere, with a population of 8.4 million people, almost half of which are children. About 95% of the population is of African descent with 5% claiming mixed heritage, including African and European origins. Roman Catholicism is the State religion, although many Haitians also engage in traditional defendant practices, including voodoo. In 2003 Haiti's president sanctioned voodoo as an officially recognized religion. Eighty percent of people live below the poverty line in Haiti. They have suffered aggravated colonization, great political turmoil, natural disasters, near environmental cataclysms, and 98% deforestation (which exacerbates the effects of frequent storms) and depletes the soil through excessive erosion. This has created a continual downward spiral that must be interrupted and redirected.

So, why do we want to be in Haiti? Simply said, our Mission is a holistic approach as we seek a better life for each Haitian living in the Northwest.

Our **commitment**, through our efforts and those of strategic alliances, to help Haiti begins with the individual.

Our social plan will focus on five key areas, beyond construction:

- **Education:** For both Child and Adult and via spiritual, academic, and vocational education is the basic building block of the path to a better quality of life and sustainable future for the entire nation of Haiti.
- **Medical/Health Care:** Today access to basic health care in Haiti is far below world standards. Our goal is to elevate access to a superior and sustainable health care system. Education, Hospitals, Clinics, and Mobile Clinics are needed to rectify the deplorable existing conditions.
- **Relief Service:** Haiti has one of the world's highest risk potentials for major disasters. We will provide disaster facilities and disaster experience training as well as disaster prevention/mitigation training.
- **Agricultural Assistance:** We will train workers and families to improve the standard of their living, not only by creating jobs, but also by conscientious establishment of Education in the broadest manner of speaking. Self help Programs, Sustainable Agriculture, Employment Training and exemplary process; systems and achievement will be one of our voices.
- **Socioeconomic Assistance:** Social responsibility is so often overlooked or an afterthought in the development industry, but an integral part of each of the activities of Nouveau Kiskeya. Bringing economic hope and prosperity to Haiti is essential to meeting our vision and mission.

9.1. Educational Programs

We have all heard at one time or another, the numbers 923 million people in the world today are hungry; every 5 seconds a child dies from hunger related illnesses; every year 9.5 million children die before they reach the age of five.

When enough of us get the vision, investing in a child will transform Haiti and the world. Education has an **endless** impact. Education is a basic human need!

In Haiti, although school is compulsory, public and free, State sponsored school is very limited. Haiti has the lowest school enrollment and literacy rates in the Western Hemisphere; 33% of children are never schooled, 50% of the adult population is literate.

(Source: www.childinfo.org/areas/education)

We intend to provide all of the following programs and physical facilities:

- Pre-school services and education.
- Primary school services and education.
- Secondary School services and education.
- University services and education.
- Adult education services and education.
- Vocational Training services and education in the following areas, at a minimum:
 - Forestry
 - Construction trades
 - Mechanics trades
 - Agricultural sustainability
 - Aquaculture trades
 - Tourism trades
 - Educational trades
 - Medical trades
 - Technology trades
 - Business skills

The Regional University will require medical, agricultural, environmental and construction training components as well as physical education and athletic fields for community and university use.

Education will be coordinated through new and existing sources and relationships to achieve the maximum return of investment of time, money and talent.

9.2. Medical Program:

Haiti has the worst health-status indicators in the Western hemisphere.

Life span in Haiti is about 40-56 years depending on the source. The likelihood of dying from HIV/AIDS is as high as 10%. Infant mortality is 76 per 1000 births. Half of the population has no access to potable water with 65% living in poverty.

Source: World health Organization

Our Medical Program must concentrate on health education and health treatment. Health education designed to attack sickness, the lack of knowledge that affects treatment, and disease recognition. Each of the several medical facilities that we will provide will have mandatory health education components as part of the treatment and patient care.

A regional hospital (+/- 200 beds), Town center outpatient clinics and mobile health teams will be at the core of our treatment component. The Regional University will require medical teaching and other health/nutrition related education.

Comprehensive medical care will be the heart of our medical work.

9.3. Relief Work

Haiti is a country frequently affected by natural disaster situations that at the same time aggravate-in a vicious cycle-the social-environmental conditions affecting its capacity for sustainable development. These natural disasters are unfortunately human-worsened by poverty, lack of education, and deforestation.

Community Shelters will be an additional programmatic requirement for all structures of significant size.

A unique Disaster Relief Center will augment the variously located Community Shelters, providing training supplies, central staging and prevention & mitigation training.

The Disaster Relief Center will organize community improvement projects to weather and strengthen existing homes and structures as community improvement events--fun and fruitful events to teach and strengthen each community.

Special emphasis will be placed upon all new construction to programmatically prepare new buildings for hurricane and flood protection/mitigation. New construction technologies will be introduced to spur progress throughout the country and create a new economic engine.

9.4. Agriculture

We must teach programs that enable families to achieve economic benefits through a variety of activities and strategies. We must teach people to make a living at a standard higher than they are accustomed to. Agriculture and reforestation are vital to this much needed endeavor.

Life for families living in the highly populated mountains of Haiti throughout the countryside centers on agriculture. For men who have no education, training or skill, farming the land and tending animals is the major source of livelihood. A farmer's average acre of land is often on a mountainside, steep and rocky. Farming the steep mountainside inclines is difficult and the poor soils due to de-forestation make efforts even more unproductive. Year after year this source of income/livelihood becomes more and more undependable and unproductive. With each rain severe erosion occurs due to lack of trees. The rich topsoil with the nutrients for good crops then flows toward and into the sea. If agricultural education, forestation and new sustainability practices are not incorporated into the country, farming for future generations will not be possible. Organic-terrace farming methods will help turn the tide in which Haiti finds itself.

Today Haiti loses 3% more of its forest (which is 98% deforested already) every year to deforestation for the production of "Chabon" or charcoal. One of the chief impediments to reforestation is the fact that Haiti is so intensely cultivated. To set aside land for reforestation is perceived as taking away land that could be used to produce food.

Creative reforestation with fruit bearing trees integrated with native species of trees can be introduced. These fruit bearing trees, such as mangos, avocado, breadfruit, and tropical almond would serve two purposes: (1) to provide a cash crop for the local economy, and (2) to hold the soil in place in torrential downpours so the top soil does not simply wash away.

Of course, the first priority with all agricultural products and techniques is focused on the health of the local population. Secondly, as an economic engine to the local economy and to the new resorts created as part of our project.

Two thirds of Haiti's population depend on the agriculture sector, mainly small-scale sustenance farming.

With a better livelihood comes a better possibility for educating the family's children, creating a multiplied benefit to families and community and eventually the country.

Teaching improved agricultural techniques will be reinforced by demonstration projects and community gardens.

9.5. Social-Economic Work

Social responsibility is so often overlooked or an afterthought in the development industry, but is an integral part of each of the activities of Nouveau Kiskeya. Bringing economic hope and prosperity to Haiti is essential to meeting our vision and mission.

Agricultural Ministry was separated due to the widespread dependence upon agriculture, both now and for some time to come. In addition to agriculture, we will be training in many other areas through our work/service program and through our educational and vocational ministries. Beyond training, it is our intent to foster many micro-business ventures that can be owned and operated by locals. By way of **example**, one area often left to others by a developer is a myriad of small concessions. Cruise ships, when visiting Nouveau Kiskeya will need a very numerous variety of excursion activities to occupy their clientele and provide enough enjoyable experiences to desire a return trip. These concessions can be left to the cruise lines or relegated to the resort hotels.

Our business model envisions these and many others to be owned and operated by locals who are entrepreneurial and have been adequately trained. Micro-loans can be provided and/or work-to-own programs developed. Marketing know-how and assistance would be integral to training.

In addition to the many opportunities that a robust tourism trade will generate, we are planning more areas to add to local businesses and/or advance those already locally practiced. Some example areas envisioned would include:

- For the modest existing fishing industry:
 - Refrigeration
 - Boat building and repair
 - Net making
- For an expanded fishing industry:
 - Fish farms
 - Shellfish farms
- Development activities:
 - Construction businesses
 - Maintenance businesses
- Service sector businesses:
 - Convenience stores
 - Gas stations
 - Hotel concessions

10. ENVIRONMENTAL PLAN

Our commitment to the environment is paramount. Haiti's environment has suffered years of plunder and mismanagement. We need to set a new bar that the

nations will see, appreciate and emulate. This is vital to what we do and what we teach in Haiti. Our team will come well equipped and with the attitude and heart for this component and see it as important as the other keys. Since much of what we will do is physical in nature and will be in full view for everyone to see, it is our responsibility to teach by example. We must instill in all that we are merely stewards of this great creation in which we operate and thrive. If we do not care, preserve and enhance in all of our efforts, then we are robbing the next generation and dishonoring the Creator.

10.1. Environmental Design Values

There are many design values that shape the creative energy that the architect and designer harnesses into any given design. For that reason Nouveau Kiskeya is committed to a set of environment friendly “**Architectural Design Values**” that will be bearing influence on our team of professionals. These values are the guiding light for and benchmark for any who aspire to jointly serve along side of us. These key Design Values will be adhered to as the basis of all design.

Today we see the re-emergence of environmental values within Western societies. Concern for the environment is not new. It is rooted in a number of perspectives including the aim of managing the ecosystems for sustained resource yields (**sustainable development**), and the idea that everything in nature has an intrinsic value (**nature protection & preservation**).

Generally, behind these types of thinking are the concepts of stewardship and that the present generation owes duties to generations not yet born. For this reason (beyond that of personal belief) it is fitting and mandatory that Environmental Design Values are paramount in shaping the redevelopment of Haiti envisioned by our Project.

Social Design Values will also shape the design decisions and components of all aspects of the project.

10.2. Green & Sustainable Design

Beyond mandates for LEED, Leadership in Energy and Environmental Design (LEED -Certified buildings), and the premise of this design value will permeate the entire development.

The entire design and all adjacent facilities which we are involved in will be designed with an integrated design approach known as “Low-Impact Development (LID) Design Strategies” long before any buildings are designed.

LID is an innovative storm water management approach with the basic principle that is modeled after nature: manage rainfall at the source using

uniformly distributed decentralized micro-scale controls. LID's goal is to mimic a sites predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source. Techniques are based on the premise that storm water management should not be seen as storm water disposal. Unfortunately storm water disposal as a premise has evolved and become the widespread norm. Integrated Management Practices (IMPs) are building blocks of LID. Almost all elements of the built environment can serve as an IMP in the control of a skilled design professional well versed in LID.

Development of LID principles began in the early-nineties with the introduction of bioretention technology. Today bioretention is just one of the available LID techniques available. LID allows for greater development potential with less environmental impacts through the use of smarter designs and advanced technologies that achieve a better balance between conservation, growth, ecosystems protection, and public health/ quality of life.

Sources available to assist in implementation of a truly sustainable development project include:

- The International Sustainability Counsel which sets the standard for a “Center for Sustainability Excellence”, which would be our project design goal.
- The Audubon Lifestyles, the Audubon Society, which assists in the management of the “Sustainability Programming” aspect of implementing the ISC principles.
- Florida Atlantic University, Center for Environmental Studies, which will assist us in environmental reconnaissance and assessments.

Some of the unique environments relative to our site(s) which must be preserved and managed are:

Marine Environment:

Coral reefs
Beaches
Fishing stock
Water quality

Terrestrial Environment:

Aggregate extraction
Air Quality standards (mining and construction)
Dust control (mining and construction)
Sediment runoff (mining and construction)
Beach preservation (mining and construction)

10.3. Alternative Energy Production:

We are currently and will continue to monitor advancements in evolving research, use and enhancement of alternate energy sources such as:

- Solar Power
- Wind Power
- Biomass Energy
- Ocean Wave Power; May be advanced enough in time for Phase 1
- Deep Ocean Water Technology (DOW); Not yet advanced enough to be likely for Phase 1
- Ocean Thermal Energy Conversion (OTEC); Not yet advanced enough to be likely for Phase 1

In addition to these community Power generation systems, individual buildings can benefit from:

- Solar Power
- Sea Water Air Conditioning (SWAC)
- Geothermal Heat Pump Air Conditioning systems

Other Sustainable technologies that we are tracking for use which have advance enough for potential use in Phase 1:

- Skywater Systems for potable water
- Power Generating & Construction Material Producing garbage disposal plant
- Building Specific Biocompact Effluent plants
- ColdAg for growing plants