



PROSPECTUS 2013

EXPANDING HAITI'S ECONOMIC NORTHWEST GATEWAY

MÔLE ST. NICOLAS
PRESQU'ILE DU MÔLE



HAITI
Invest

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HAITI INVEST

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// ABOUT HAITI

The Republic of Haiti makes up the western third of the island of Hispaniola that it shares with the Dominican Republic.

The population of the island as of 2011 is 9.7 million with almost 2.2 million living in the capital city of Port-au-Prince.

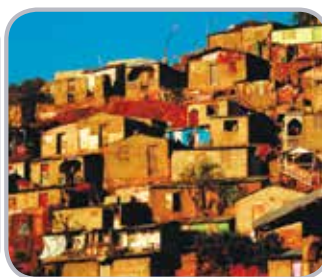
66% of the population works in the agricultural sector, which consists mostly of subsistence farming.

The official languages of Haiti are Haitian Creole, spoken by everyone, and French, spoken by upper class Haitians.

As a French colony, Haiti had been one of the wealthiest islands in the Caribbean, at one time called The Pearl of the Caribbean. Haiti has a rich culture with strong roots in West Africa, as well as influences from French, Native Taino, and Spanish cultures. Music and art play a huge part in the lives of the Haitian people.

The funds pledged for Haiti by the international community amount to more than US\$11 Billion, of which to date only a fraction has been disbursed for urgent projects. The budget for the reconstruction of Haiti, including both public and private investments, has been estimated at several times that amount. Thus today, Haiti is one of the countries with the highest growth rate in the construction sector, since its entire external debt has been canceled while a significant amount of funds have been committed to its reconstruction.

Haiti Invest, LLC (Haiti Invest) is a company established to promote projects for the reconstruction of Haiti, by assessing key sectors necessary for the development of the country, selecting certain projects in those sectors for implementation and providing the support necessary to that effect, whether financial, legal, administrative, managerial, technical or otherwise. It intends to create in Haiti a strong, privately funded economic backbone which will help the country and its people enter a new era of prosperity and progress.



one

introduction and vision



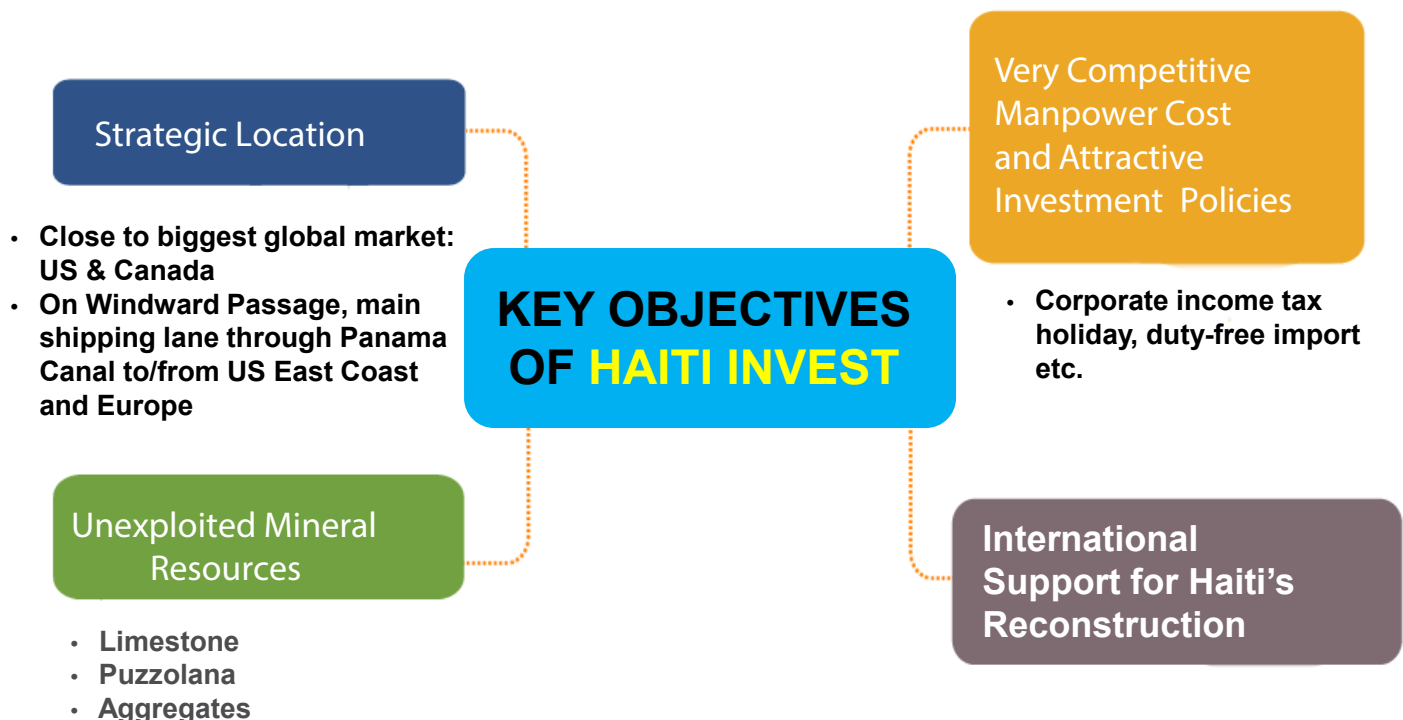
// INTRODUCTION & VISION

Haiti Invest was formed after the 2010 earthquake with the goal of assisting with the reconstruction of the country and helping it develop a sustainable and substantial industrial base. In 2012, Haiti was estimated to have imported \$2.64 billion in goods while exporting only \$785 million. The difference of \$1.855 billion was, no doubt, a combination of foreign aid and family remittances from Haitians living abroad. This has caused Haiti to be dubbed the “NGO Republic.”

The challenge for Haiti Invest has been to identify opportunities in international trade that can be matched with resources offered by Haiti. Indeed, Haiti’s trade imbalance is extreme and \$785 million is a very low amount, comparable in fact to the output of a medium-sized factory in Asia, the US or Europe. For various reasons, Haiti’s basic infrastructure has been frozen in time since the 1960s. As a result, businesses are unable to take off and if they do, they often cannot compete effectively in most world markets. Thus, the very low level of export.

KEY OBJECTIVES OF HAITI INVEST

Develop projects that help industrialize Haiti while providing excellent returns to investors by leveraging Haiti’s:

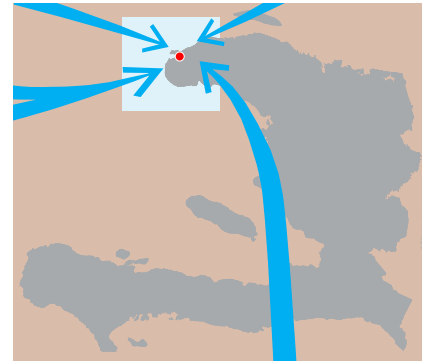


// OUR GOAL

Create a **FOUNDATION**
FOR ECONOMIC GROWTH
and **JOB CREATION** in Haiti, which is

- Dynamic
- Growth oriented
- Environmentally conscious

Putting Môle & Haiti on the
global map that will be an
upside for all other stakeholders



Driver of the Haiti
NorthWest Economy



Creating
200,000
new jobs

through economically
profitable/sustainable
industrial enterprises

that are socially
responsible &
inclusive

and
environmentally
accountable.



// THE MÔLE PROJECT

After 3 years of preliminary study, with a team of over 34 world class experts representing the best of Spanish and Dutch engineering and construction companies we have created the Môle Project. The Project is comprised of 5 main pillar projects intended to facilitate the reconstruction of Haiti.

// WHO WE ARE

Patriotic Haitians with a phalanx of friends and associates who want to see Haiti back on track, FIRMLY and PERMANENTLY.

// OUR TRIPLE BOTTOM LINE:

- Economic Profitability & Sustainability
- Social Responsibility
- Environmental Accountability

// OUR STRATEGIC PARTNERS:



// WHY MÔLE

It is located 50 miles from Baracoa, Cuba and 800 miles from Miami.

A UNIQUE OPPORTUNITY FOR HAITI: Very large, safe and deepest natural bay which can accommodate any vessel in existence or planned!

- Right on Windward Passage, one of the heaviest international container traffic lanes
- Only site in Haiti capable of handling all 5 key Pillars of the Project
- Best site in Haiti for wind energy generation
- Able to handle Panama Canal + direct Europe & Suez Canal traffic + US - South America traffic

Situated on an inlet of the Windward Passage (a strait between Haiti and Cuba), it is the site where Christopher Columbus first landed (Dec. 6, 1492)



// THE FIVE **PILLARS**

LAY A SOLID FOUNDATION

In order for any society to develop and grow organically, there must be a solid foundation in place. Haiti Invest will lay a foundation of primary materials, clean, sustainable energy and a thriving Shipping Industry through the following FIVE PILLARS:

1

A MAJOR HUB TRANSSHIPMENT CONTAINER PORT

+ PETROLEUM DEPOT



2

A SHIP RECYCLING & REPAIR FACILITY

+ FOUNDRY + RE-ROLLING MILLS



3

A LARGE CEMENT FACTORY

4 FACTORIES



4

A POWER PLANT OF 100 MEGAWATTS

(80% OF RENEWABLE ENERGY)



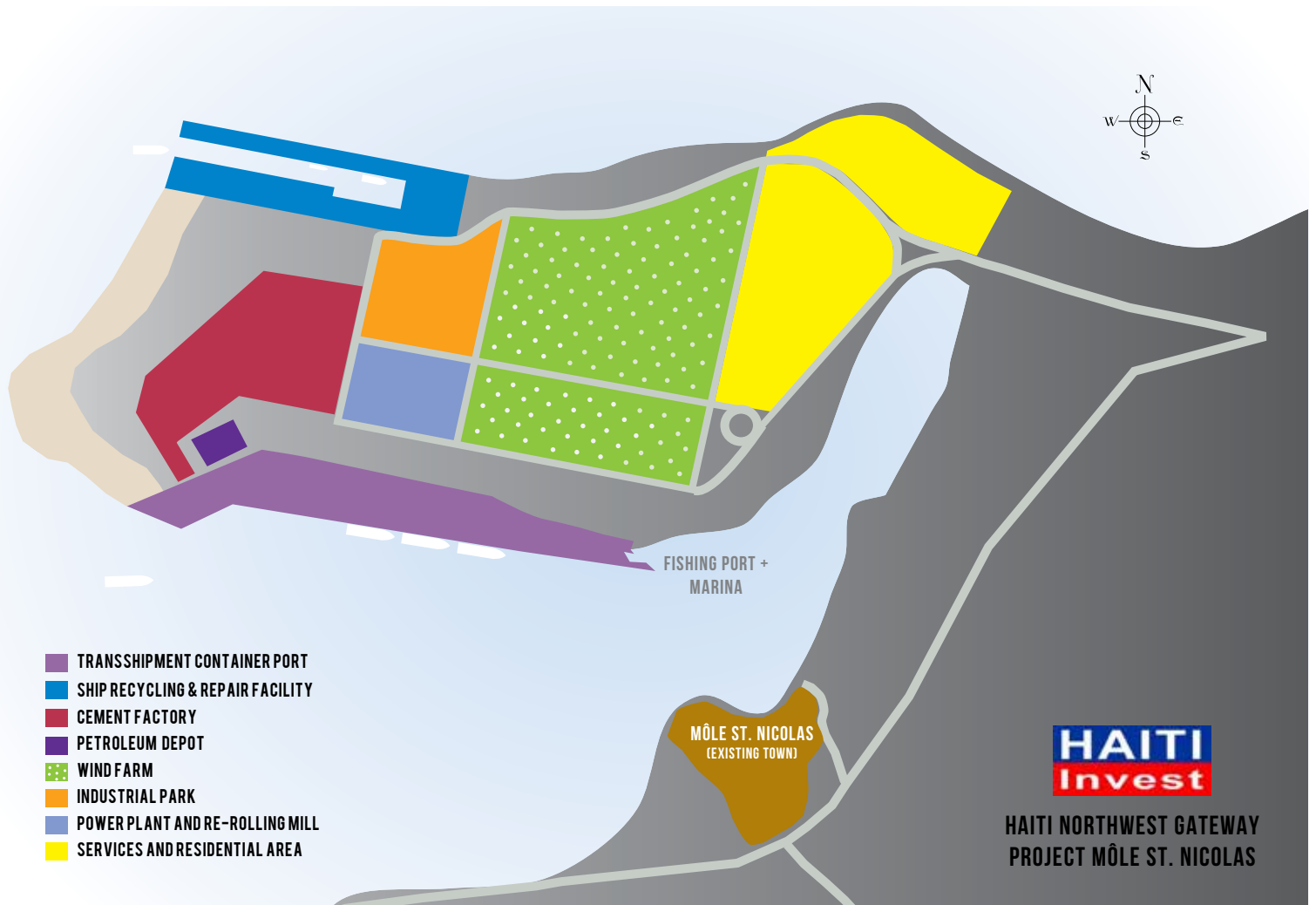
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A SOCIAL PROGRAM:

HOUSING, EDUCATION & VOCATIONAL TRAINING, FISHING, AGRICULTURE & TOURISM



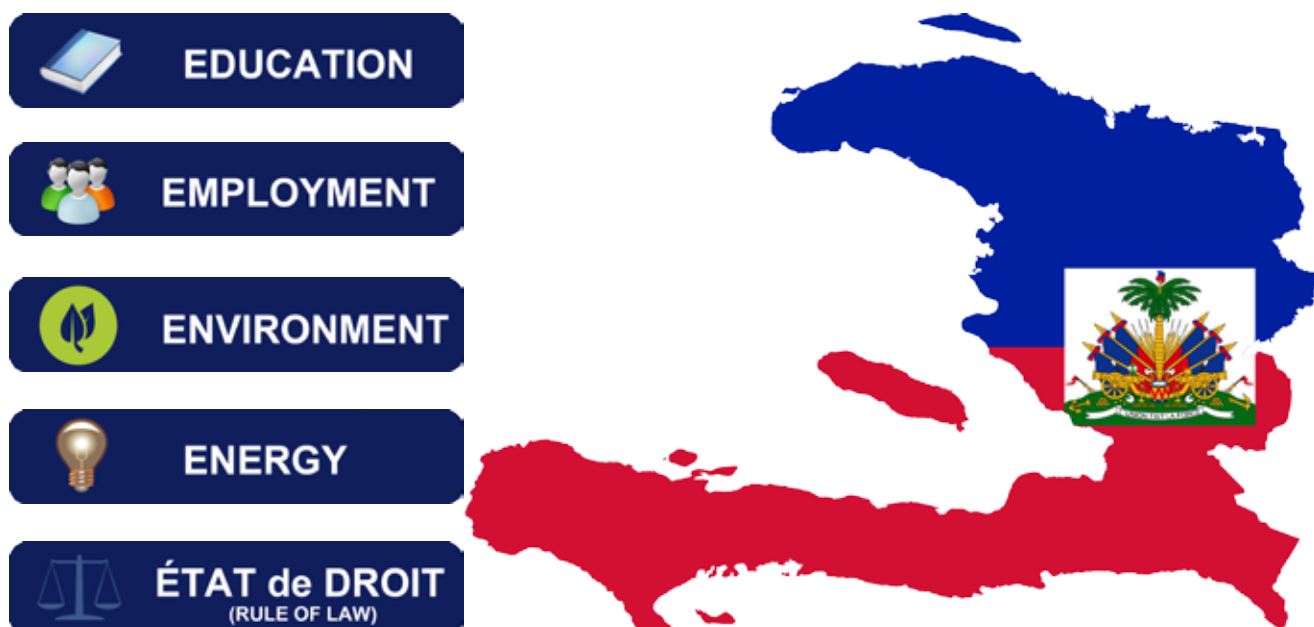
// PROJECT MAP



HAITI NORTHWEST GATEWAY PROJECT MÔLE ST. NICOLAS

// HAITI POLITICAL VISION

President Michel Martelly has identified 5 national priorities based on a “5 E” platform [Environment, Energy, Education, Rule of Law, Employment]. The Head of State said he was determined to bring responses to the problems of the population in order to lead the country on the path of sustainable development and progress.



The Môle project directly implements
the first 4 priorities which will
in turn lead to the État de Droit.

two

long term vision

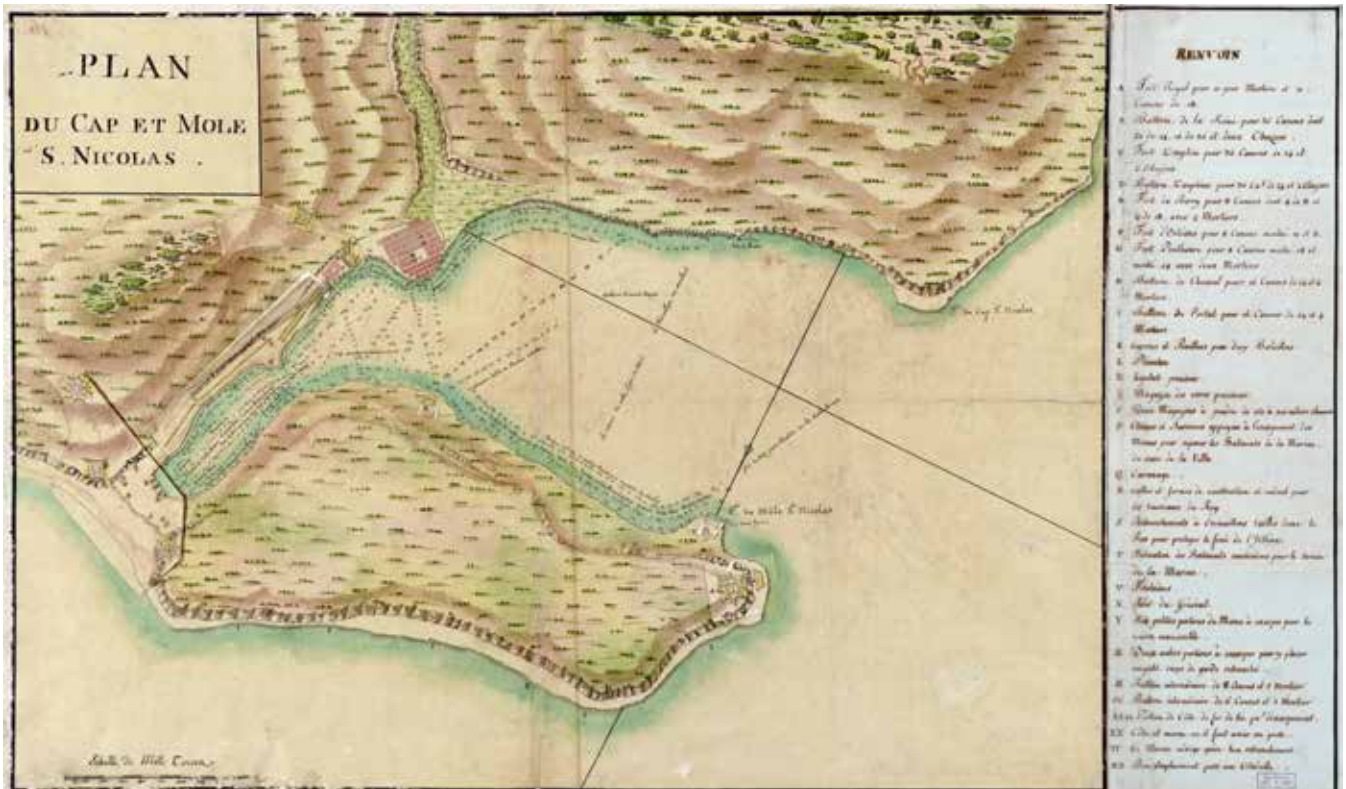
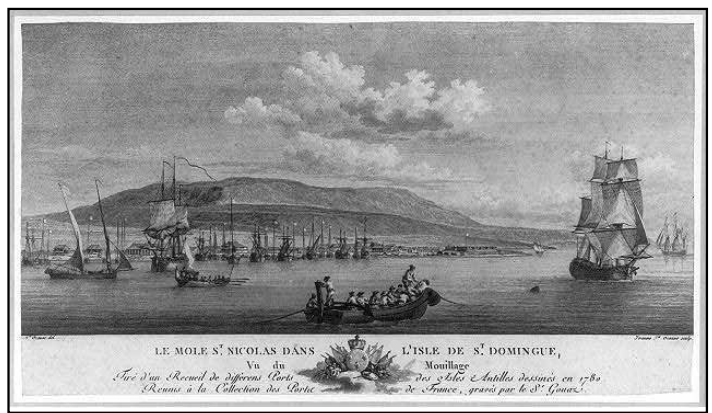


// HISTORY - A LEGACY OF INNOVATION

The Môle St. Nicolas peninsula is facing the famous Windward Passage, the Gibraltar of the New World that connects North America, Central America, South America and the Caribbean Sea. The Windward Passage is well known for its strong wind, however the beautiful bay of Môle St. Nicolas is well protected and continues to be used as shelter for barges, merchant ships and luxury yachts passing by in hurricane times. Besides the bay, the sandy white beaches are very exquisite and are said to possess medicinal values. The waters in some areas are very deep (more than 700 feet of water between Guantanamo and the Windward Passage). The many fishing spots and coral reefs create a real paradise for anglers and divers.

In the morning of December 6, 1492, Christopher Columbus called the area “maravillosa:” wonderful. At the time, 85% percent of the region was covered with dense tropical forests. Now, less than 5% remains wooded. Due to its strategic importance, Môle St. Nicolas and its peninsula have always been the battlefields of British, French and Spanish colonialist powers.





// MÔLE ST. NICOLAS

DESCRIPTION OF MÔLE ST. NICOLAS

Môle St. Nicolas (Mòlsennikola in Haitian Creole) is the main town of the Arrondissement of the Môle St. Nicolas in the Nord-Ouest Département of Haiti.

Population: The Nord-Ouest Département, a generally arid area is very sparsely populated. Its capital is Port-de-Paix, which is also the Département's largest center of population. The town of Môle has a population of about 4,000 people, with another 20,000 spread throughout the adjacent rural areas. The town was laid out following an 18th century grid (see illustration below).



The topography in the area, is generally abrupt, with cliffs of varying heights. On the perimeter of the Baie de Carénage at the northern end of the Môle Bay, a height of nearly 40m is reached in a little more than 200m.

The orography of the coast of the peninsula facing the town of Môle (the peninsula) will facilitate the installation of the industrial elements of the Project as it includes all along the peninsula, a band roughly 200m wide of generally flat land with slopes averaging between 5% and 10%. The same band borders an elevated but generally flat platform in the center of the peninsula. It reaches up to 87m in height.

The area with a less abrupt topography and which is more appropriate for eventual tourism sites is the fertile lowland around the river La Gorge right next to the Môle town, which was developed in its estuary. The extension and improvement planned for the town center and the introduction of new infrastructures such as the Marina, will require an exhaustive hydrological and hydraulic study of the river, to determine flows, flood areas, etc.

Road Network: Though considerable progress has been made during the last few years, the road network of Haiti is generally decrepit, with roads in the Northwest being the worst. The urban road network is an orthogonal grid, following the coastline. Access from Gonaïves to the south and Port-de-Paix to the east is through Road #151 which is unpaved and passable only by four-wheel-drive vehicles. There is no direct communication with Port-au-Prince. Between Gonaïves and Môle St. Nicolas the road is unpaved.



Road #151 from Môle to Gonaïves

Some still more rural roads come off Road #151 and link it to a few smaller towns on the coast. There is no road link toward the interior of the region, which means that the area is practically isolated from the rest of the country. The #151 road to the east is almost parallel to the coast, and finishes in Port-de-Paix.

The distance between Port-au-Prince and the Môle is about 262 km by car, a 9 to 11 hour drive, and 45 minutes by plane.



// MÔLE ST. NICOLAS

Other local facilities: A small and unpaved airstrip lies to the north of the town. Local running water comes from a run-of-river channel constructed in the 1970s, which feeds a reservoir above the town and is distributed via PVC pipes to spigots throughout the town. A small medical clinic in the town is staffed since 2006 by volunteer medical doctors from St. Elizabeth University in Slovakia.

Other features:

POTENTIAL TOURISM ATTRACTIONS: Vestiges of colonial forts, all in very poor condition and badly needing repair, can be found in several locations: Batterie de Vallière, Fort Georges, Saint-Charles, La Poudrière (an old structure built sometime in the 1750s), Le Fort Allemand and Les Ramparts.

Local industries:

The two main industries in the Môle area are fishing and charcoal production that has devastated the original forest that once covered this area.

Very few trees are left in the Môle, none remaining on the Peninsula. This further highlights the urgent need to create new and sustainable jobs for the 4,000 inhabitants of the Môle and the 20,000 living in the region. It further underlines the need for an active reforestation initiative, one of the elements of the Project.

A small jetty is used for transporting charcoal to larger towns through small wooden sailing vessels.



WHY THE NORTHWEST OF HAITI

The Northwest region of Haiti has been and continues to be the most neglected area of the country. As a result it is the least populated and the least productive with the large majority of Haiti's population being concentrated in its large cities such as Port-au-Prince and Cap Haitien, in search of jobs that are few. The Project is intended to help decentralize the country by leveraging the Northwest's strategic position and natural resources and making it a model to be replicated in other parts of the country, whether by Haiti Invest or by other investors. The impact of the Project will be felt throughout the country as each of its elements is "verticalized," mainly through the availability to farmers and miners of affordable international shipping through the new Transshipment Container Port, the creation of a country-wide cottage steel industry through the Ship Recycling & Repair Facility and by making available affordable cement in every region through the Cement Factory.

WHY MÔLE ST. NICOLAS?

Depth & Protected Bay: The Môle St. Nicolas bay is the deepest and best-protected natural port in the region. It was not by accident that the French colonists used it for more than a century as a shipping hub. Still, the development of a container port requires its integration with other massive projects to guarantee its attractiveness as an investment and its sustainability.

Location on Windward Passage: Moreover, the location of the Môle, right on the Windward Passage, makes it an ideal location for a deep-sea port. That advantage is evident when one considers the more than \$300 million which is reportedly needed to dredge the existing port of Kingston and the more than \$316 million required in dredging and breakwaters costs for the port of MOIN being built by APMT in Costa Rica. In a sector where profits are calculated at the margin, the reduction of 1/3 of the total cost, as would have been saved had the MOIN port been developed in the Môle, can make a difference between a successful and an unsustainable port operation.

Wind Energy Potential: The Môle Peninsula is the best location in Haiti for generating energy through wind turbines, a key element of the proposed Power Plant which is intended to provide affordable energy to the Project and to the Môle Community.

In summary, the Môle Peninsula is the only site in Haiti able to accommodate effectively all 5 industrial elements of the Project, a necessity in guaranteeing the feasibility and sustainability of the Project.



// LOOKING TO THE FUTURE

THE MÔLE ST. NICOLAS PROJECT, AN INTEGRATED DEVELOPMENT PROJECT FOR THE NORTHWEST OF HAITI

OVERVIEW - HAITI INVEST: KEY GOALS & OBJECTIVES

Haiti Invest is a company established to promote projects for the reconstruction of Haiti by assessing key sectors necessary for the development of the country, and selecting certain projects in those sectors for implementation and providing the support necessary to that effect, whether financial, legal, administrative, managerial or otherwise.

All of the members of Haiti Invest, have been involved since the earthquake of January 12, 2010 in the country's rebuilding process and the Môle St. Nicolas Project, should be seen in that context as it is intended to provide both key tools for the development of the country and to serve as a model for similar projects in its other departments.

Together with other similar projects, it intends to help create in Haiti a strong, privately funded economic backbone which will help the country and its people enter a new era of prosperity and progress.

THE MÔLE ST. NICOLAS PROJECT FOCUSES PRIMARILY ON:

- Helping to lower shipping costs from/to Haiti by providing a deep water container port capable of handling ships of 60,000 ton and larger, including the largest size vessels in operation or planned.



- Providing cement at an affordable price so that Haiti can be rebuilt.



- Providing affordable energy for the industrial elements of the Project and the Môle Community.



- Sponsoring specific programs to address the social needs of the Môle Community and laying foundations to provide it with:
 - Affordable, safe & secure housing
 - Available, quality healthcare
 - Available & affordable agricultural & fishing products
 - Available, affordable and adequate educational & professional training.



// LOOKING TO THE FUTURE

HAITI INVEST PROPOSES TO ACHIEVE THOSE OBJECTIVES BY:

Developing the following industrial elements of the Project in the Môle:

- A **Major Transshipment Container Port**
- A **Ship Recycling & Repair Facility**
- A **Cement Factory**
- A **Power Plant** using mainly wind and solar energy, to supply energy to the different elements of the Project and the Môle Community
- A **Petroleum Depot** to supply ships passing through the Windward Passage but also in support of the different elements of the Project and of the Môle Community.

Developing a solid Social Development Program Initiative (SDPI) which will complete the objective of the Project by helping build a truly healthy Môle Community, **including a Housing Program and a Fishing Program among others.**

Other supportive elements of the Project are:

- An airport to replace the existing landing strip, which will over time become a full-fledged cargo facility to compliment the Transshipment Port.
- An Industrial Park focused on the assembly of electronic products and supportive of local entrepreneurial initiatives.
- A Marina, which would constitute the first step toward creating a tourism industry in the Môle. The Marina would attract private yachts passing through the Windward Passage and in search of the type of repair services offered by the Ship Recycling & Repair Facilities.

INDUSTRIAL ELEMENTS



Transshipment Container Port



Ship Recycling & Repair Facility



Cement Factory



Wind and Solar Energy Farm



Petroleum Depot

SUPPORTIVE ELEMENTS



Airport



Industrial Park



Marina

SOCIAL DEVELOPMENT PROGRAM



Education



Fishing - Farming



Health



five Pillars Môle Project

PROJECT MÔLE

CREATING JOBS FOR LOCAL PEOPLE

BUILDING SUCCESS FROM THE GROUND UP

HUB TRANSSHIPMENT CONTAINER PORT



LOWER SHIPPING COSTS

+



10,000

new jobs

SHIP RECYCLING & REPAIR FACILITY



+ FOUNDRY + RE-ROLLING MILLS

+



50,000 to 160,000

new jobs

CEMENT FACTORY



AFFORDABLE CEMENT

+



up to 12,000

new jobs

POWER PLANT



AFFORDABLE ENERGY FOR THE ABOVE

+



thousands

of new jobs

SOCIAL PROGRAM



HOUSING, EDUCATION & VOCATIONAL TRAINING, FISHING, AGRICULTURE & TOURISM

+

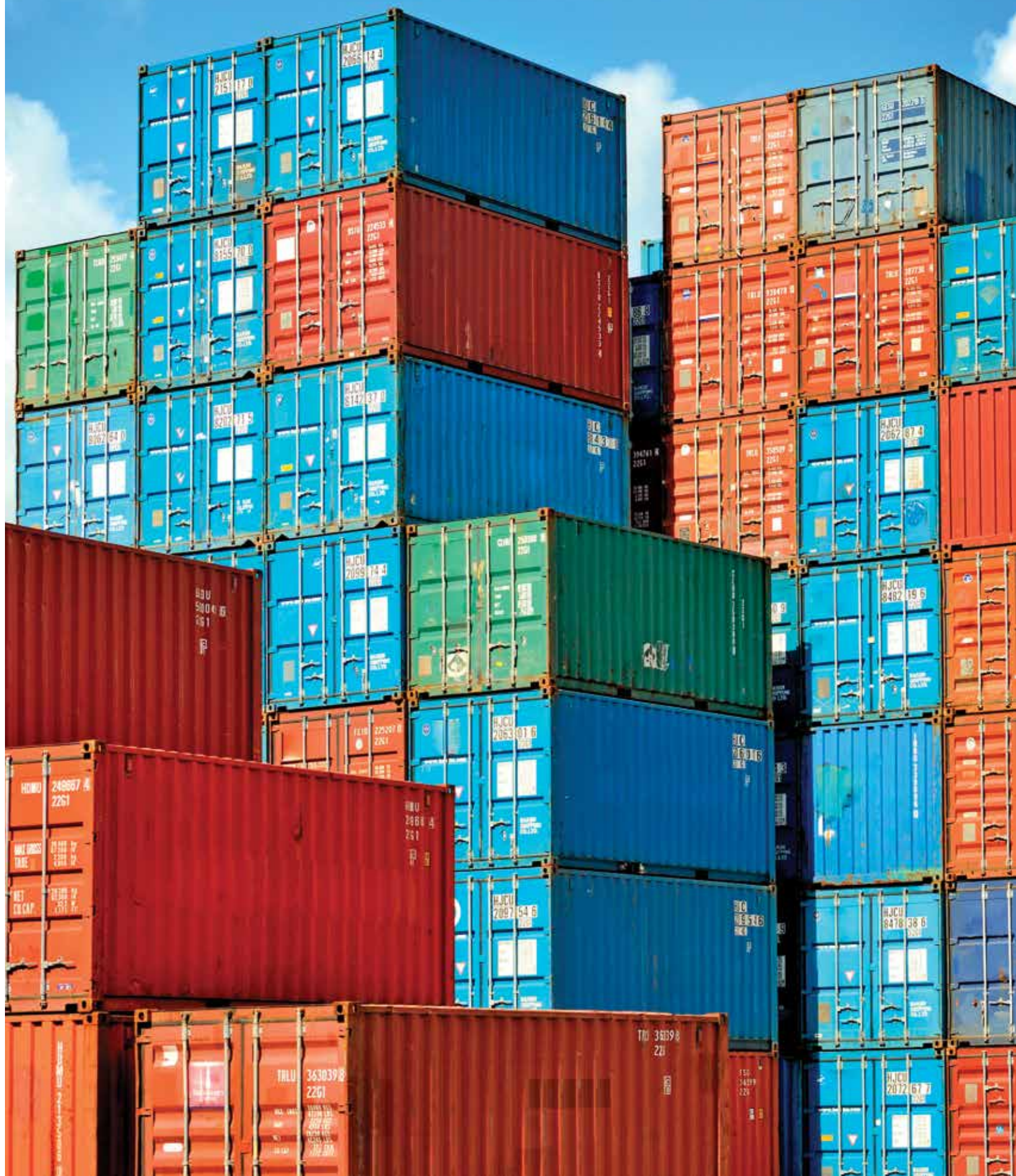


15,000

of new jobs

Inclusive Môle Community

TRANSHIPMENT CONTAINER PORT



//TRANSSHIPMENT CONTAINER PORT

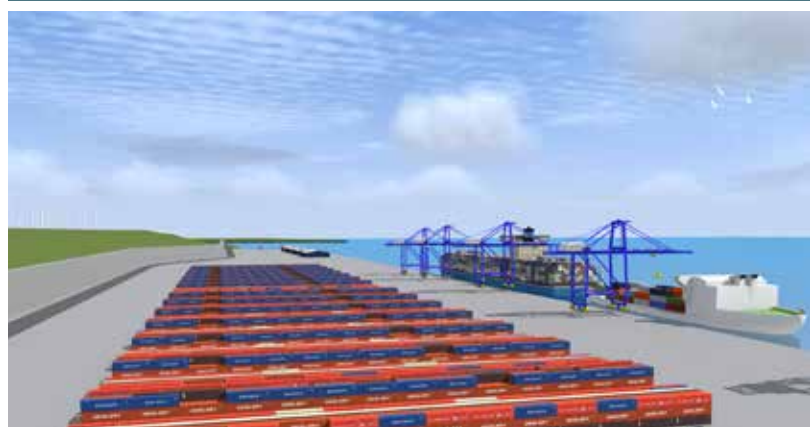
THE INDUSTRIAL ELEMENTS

A Transshipment Container Port, in addition to creating thousands of new and sustainable jobs (an estimated 10,000), will give access to cheaper inbound and outbound shipping transport, such costs in Haiti being now among the highest in the world, thus making Haiti's commodity exports (e.g. mining and agricultural products) uncompetitive and the import of basic necessities excessively expensive.

At a time when increasingly larger boats (60,000 tons and higher) are being put in service to lower transport costs, no port in Haiti can handle boats of more than 15,000 tons since none has more than a 10 m depth. Due to the depth of the Môle Bay (20 m or more), the new transshipment container port would be able to handle any vessel of any size in existence or planned.

A Major Transshipment Container Port would respond to the need for deeper and larger ports in the region resulting from the enlargement of the Panama Canal and the operation of increasingly larger container ships.

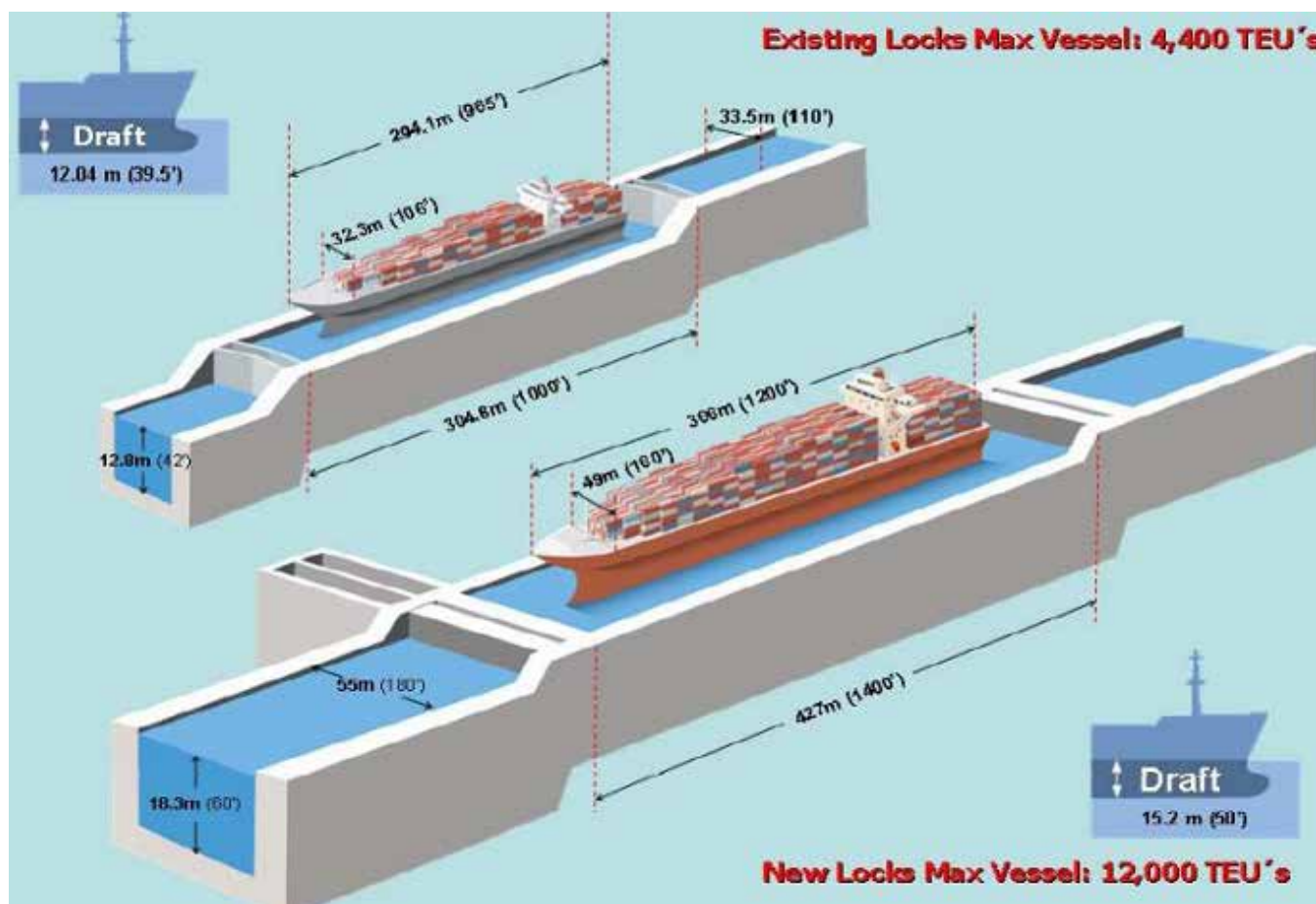
It would be HAITI'S FIRST AND ONLY TRANSSHIPMENT PORT, only one of three in the region (Kingston and Freeport) and a rare opportunity for a country to bypass the development and costly progressions that other countries have had to do. Haiti can go straight to the top.



// LOOKING TO THE FUTURE

WHY A TRANSSHIPMENT CONTAINER PORT?

The increase in traffic from/to Asia via the Panama Canal has led to the need to increase port capacity and expand the Panama Canal. This will in turn lead to an increase in cargo flow from 4 million TEU to 8.5 TEU, to begin with. Nicaragua has just announced the construction of another canal in the region, leading to further increase in the traffic flow in the region.



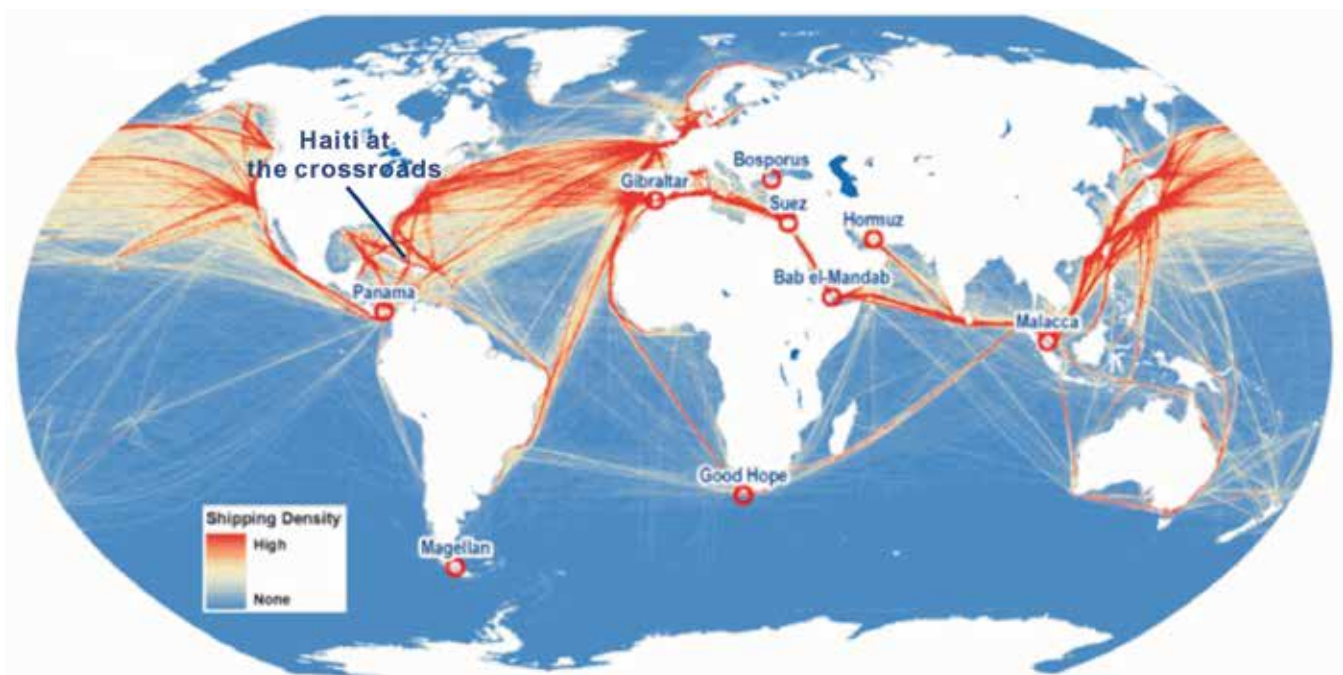
In fact, globally, trade has become a vital component of any country's economic growth and an important factor in the ability of its population to choose a wide range of goods and services at competitive prices and to export those it produces. Haiti is no exception and the absence of adequate port facilities is a key factor in continuing its dire economic problems.

A country's dedication or emphasis on developing its external sector often helps define its present economic growth. This implies that a strong external sector with solid export volumes is usually found in economies that register healthy economic growth. Haiti has lagged badly in this area, which explains in many ways the present economic challenges it now faces. It cannot wait much longer if it wishes to

avoid further isolation. The Project and especially its Transshipment Port element (together with the Ship Recycling & Repair Facility, the Petroleum Depot and the Power Plant which support the former) are intended to provide Haiti some of the unique tools it will need to do so effectively.

The issue of port performance has turned out to be crucial in defining the number of liner services calling at a particular country. Globally, merchandise trade has grown at higher rates than the economy itself with containerized traffic being generally and constantly on the rise. As a direct consequence, the growth rate of container movement in ports was estimated at between 8% and 9% during the 1990's. This will accelerate with the enlargement of the Panama Canal and the eventual construction of a new container port in Nicaragua. Containers are constantly being transported in more than one vessel, hence requiring more transshipment moves at different locations, which also gives rise to an increase in the demand for port services.

The main maritime routes coming from the North Atlantic Ocean surround the Haitian coastline to go to the Pacific Ocean through the Panama Canal. The vessels pass across the Windward Passage and turn toward the Panama Canal.



A Major Petroleum Depot will serve all shipping traffic through the Panama Canal to/from the US East Coast and Europe, including all vessels using the Môle's Transshipment facilities.

This Depot will support the Project by supplying ships passing through the Windward Passage and therefore making the Transshipment Container Port more attractive to ship owners by providing cheaper fuel to the other elements of the Project and to the Môle Community and by creating additional local jobs in the process.

// LOOKING TO THE FUTURE

PROJECT MÔLE ST. NICOLAS

1) SPACE FOR EXPANSION & DEEP HARBOR

The economics of Môle St. Nicolas are excellent. Nowhere else in this region exists a large area of undeveloped land in a protected deep harbor. Competing ports in the planning stages have to do extensive harbor dredging that can cost several hundred million dollars. At Môle, all of the investment is above ground in tangible assets and improvements. The space available would thus allow a major ship recycling and other industrial facilities to be co-located with the transshipment hub.

Môle is indeed very deep, over 200 meters at the entrance. The new Post-Panamax vessels require 20 meters to operate and 15 meters at the berth. There is also a new class being built now called Triple E, contracted by Maersk. That ship will carry 18,000 TEUs, and they have 20 of those ships on order. That ship will not be able to call on any US port, or go through the new canal. But the trend has been bigger, as bigger is more economical. It will just be a matter of time before the carriers with the biggest ships obsolete even the new Post Panamax vessels. The Môle harbor can accommodate Triple E and beyond.

2) FAVORABLE WIND & WEATHER CONDITIONS

A key requirement for a transshipment site is the absence of significant wave activity. The wave study observed conditions which show that Môle is in one of the calmest areas around Haiti. The tides at Môle are typically about 50 cm, and the prevailing wind is from the northeast. The harbor, even on windy days, is very calm and protected. The relative calm of the bay is due to a combination of factors which influence the ocean conditions in and around Haiti, including prevailing winds, mountains, water depth and currents. Môle St. Nicolas lies at the boundary of two different oceans, the Atlantic and the Caribbean Sea.

3) FAVORABLE ECONOMICS

Favorable economics: cost effective construction, operation and tax holiday. The favorable economics are first found in the building of the port: no dredging required. Moreover, given that the peninsula is totally empty of inhabitants and construction, in addition to being publicly owned, the cost of securing the site would be minimal.

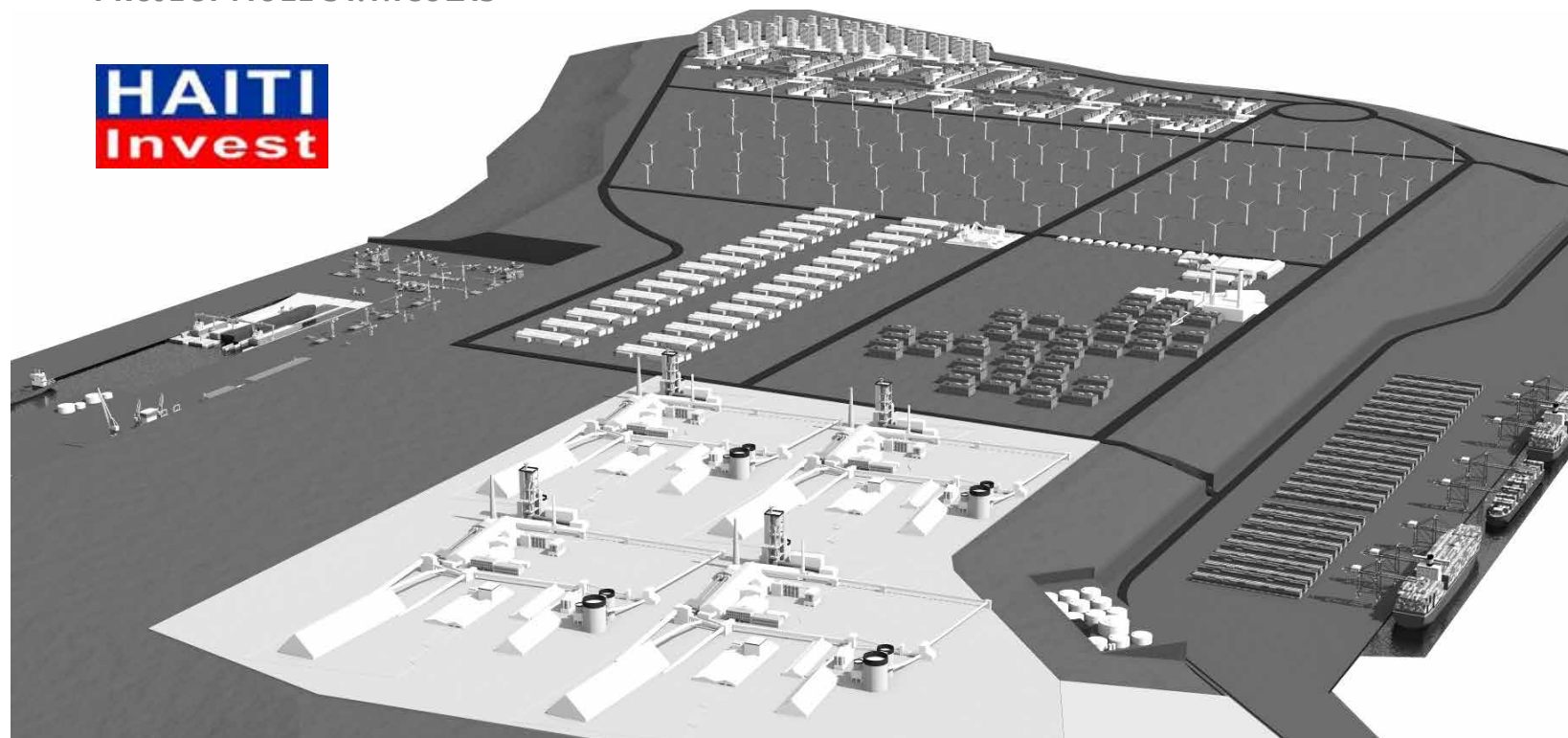
Those same economics would also be reflected in the operation of the Transshipment Port and of its shipping customers. At present, most of the containers shipped with goods for the US are returned to Asia empty. The shipping industry overall states that 60% of the returns are empty, and the rate for cargo going to Asia is often 10% of the rate coming to the US.

To co-locate a major ship recycling and other industrial facilities with the Transshipment Port would allow those empty containers to fill up and ship much needed steel scrap to Asia. As noted, the size of Môle will also allow significant recycling of Panamax vessels, which will be increasingly obsolete once the Panama Canal is expanded. The same facilities would also handle the large petroleum platforms in the Gulf of Mexico which are seeking cost-effective and environmentally safe recycling facilities. The economics would work for every shipping company, and some might even alter their route just to secure paying cargo.

The ridge in the center of the peninsula is 80 meters in elevation and has been studied as being an excellent site for a major wind farm. This would make the energy cost very low, in addition to its political and environmental benefits. This would be the first wind powered transshipment port and ship recycling facility in the world.

According to Haitian laws, the transshipment port would be eligible for a corporate income tax holiday of 15 years followed by a transition period of 5 years. The importation of all equipment would be permanently free from import taxes.

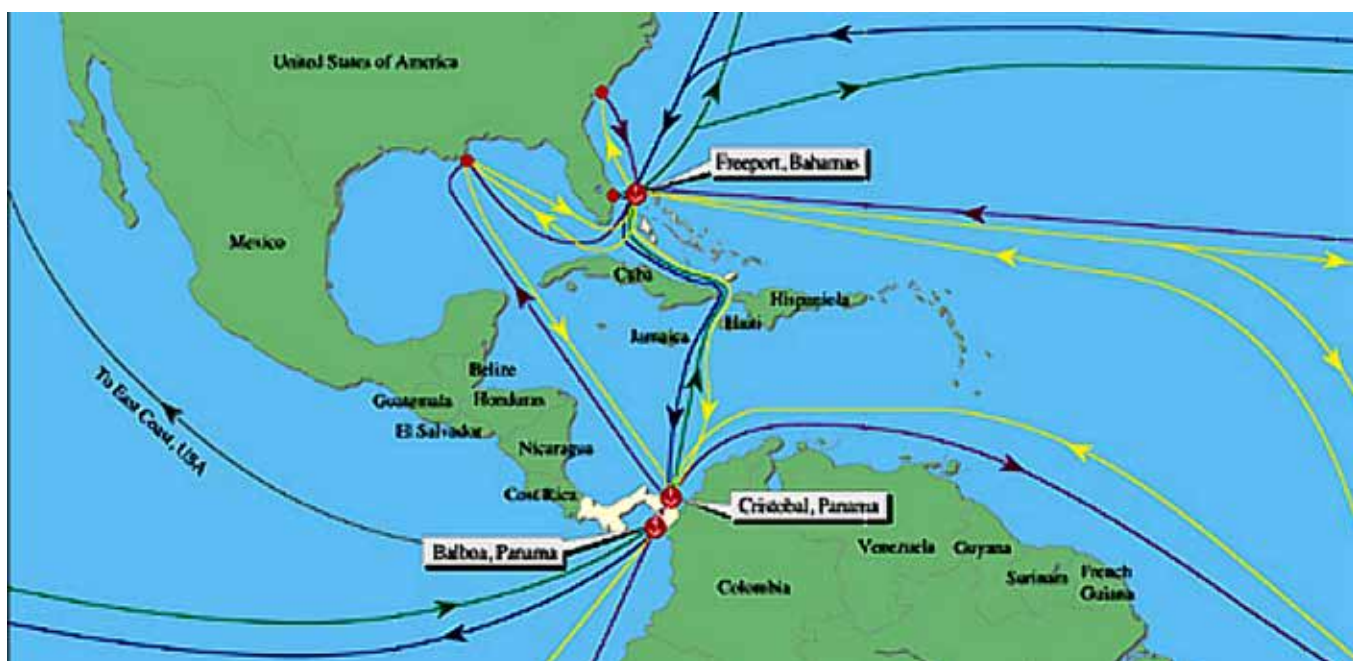
PROJECT MÔLE ST. NICOLAS



// HAITI AT THE CROSSROADS OF THE CARIBBEAN

The maritime merchandise traffic from North to South America also crosses the Caribbean Sea, much of it also through the Windward Passage. In addition, most of the towns and cities in the Caribbean islands are supplied by sea, in large part because of those island's rough geography and their insufficient terrestrial transport network, thus increasing the importance of shipping through the area and of Transshipment Ports in particular. Haiti is naturally no exception and sea transport is often the main feasible mode for carriage of trade in Haiti. The shortage of adequate road facilities within its boundaries is significant, which reduces inland connections. Moreover, the "island" feature shared with its fellow CARICOM member countries supports sea operations by facilitating vessel accessibility.

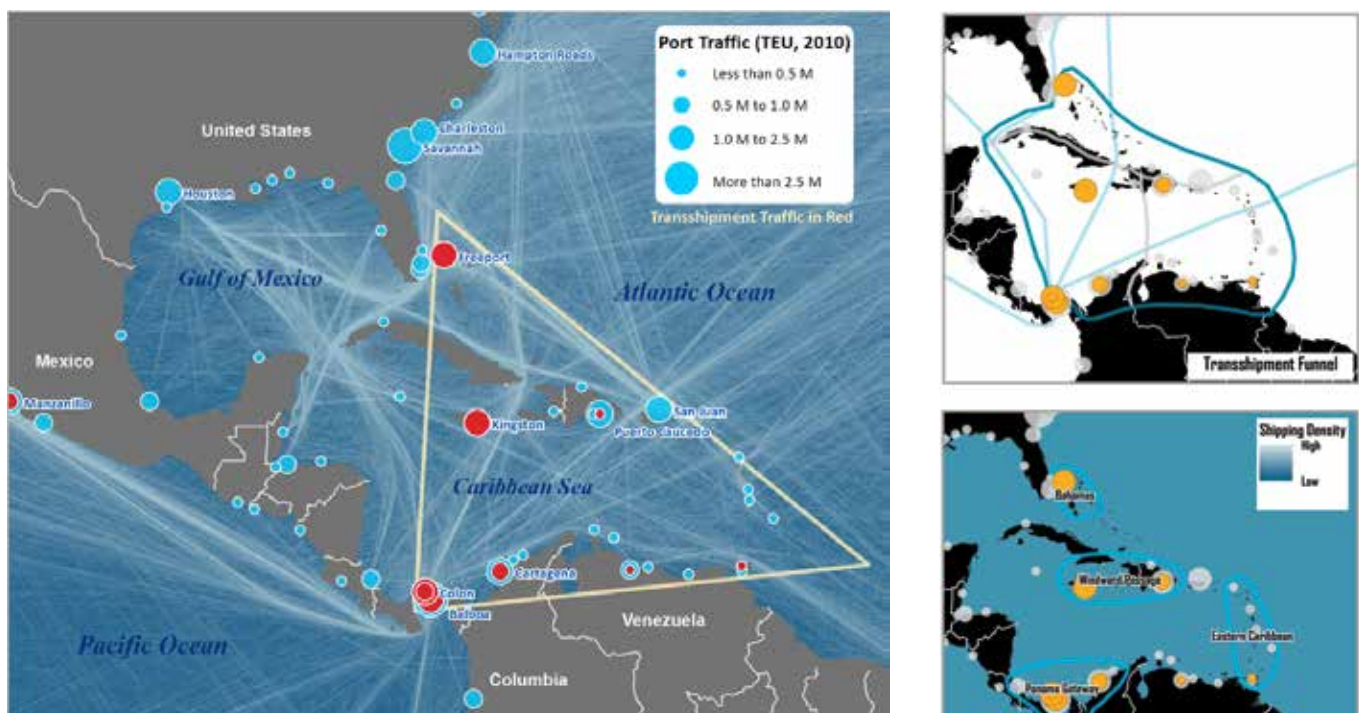
The Môle's location on the most northwestern tip of Hispaniola, right on the Windward Passage, provides it with a more strategic position than any other part of the island or the Caribbean Region, thus allowing it to play the role of hub port in the Caribbean Sea for the transfer of containers not only from/to Asia to/from the U.S. East Coast and Europe, but also from/to South America to/from the East Coast of the US and for the traffic within the Caribbean Region. Thus, the new Transshipment Container Port would provide Haiti with the tools to accelerate regional and national development, including facilitating the competitiveness on the global market of the primary materials found in Haiti's mines and the products of its agriculture, now generally uncompetitive because of shipping costs and the inadequacy of its international ports. As importantly, the Transshipment Container Port would help decrease the cost of doing business in Haiti, a major handicap in attracting further investment in the country, and would accelerate the integration of Haiti in the Caribbean Region.



Containerized Trade of Central America and the Caribbean

Another important issue to consider is the existing relationship between foreign trade and the Gross Domestic Product (GDP). GDP is defined as “the market value of all final goods and services produced within a country in a given period of time” and generally provides a reliable tool for measuring a nation’s income. Not surprisingly, Haiti is last in terms of foreign trade as a percentage of GDP for the main Caribbean Countries, in large part because of the inadequacy and high cost of its maritime infrastructure. The new Transshipment Port would allow for much cheaper and more seamless international transportation, presently just a dream in Haiti. In other words, the purpose of the Transshipment Container Port is not just to reduce origin-to-destination transport and handling or transfer costs but to make the whole supply chain, including all involved transactions, more efficient and more responsive to the ever-changing market place. Transshipment is therefore not just a logistic convenience, but also an opportunity for adding value to the goods transshipped and to the value of the logistic chain performance, both key to Haiti’s performance in an increasingly competitive and globalized trading world.

Increasing transshipment is due to the introduction of much larger vessels and has created a consequent reduction in the number of regional port calls. As noted earlier, the new Transshipment Container Port in the Môle will have a privileged position in terms of strategic location to capture traffic in the area, right in the middle of the so-called Caribbean Transshipment Triangle. (See illustration below.)



The transshipment of containers at a container port or terminal is generally expressed as the number of containers (expressed in TEU), handled at the port or terminal and (after temporarily storage) transferred to another ship to reach their destinations.

// LOOKING TO THE FUTURE

Historically, container port throughput has increased up to three times as fast as GDP. While there are regional variations to this phenomenon, the correlation between GDP and container port throughput continues, albeit at a reducing level. Projections up to 2015 indicate continuing strong growth in the container port market.

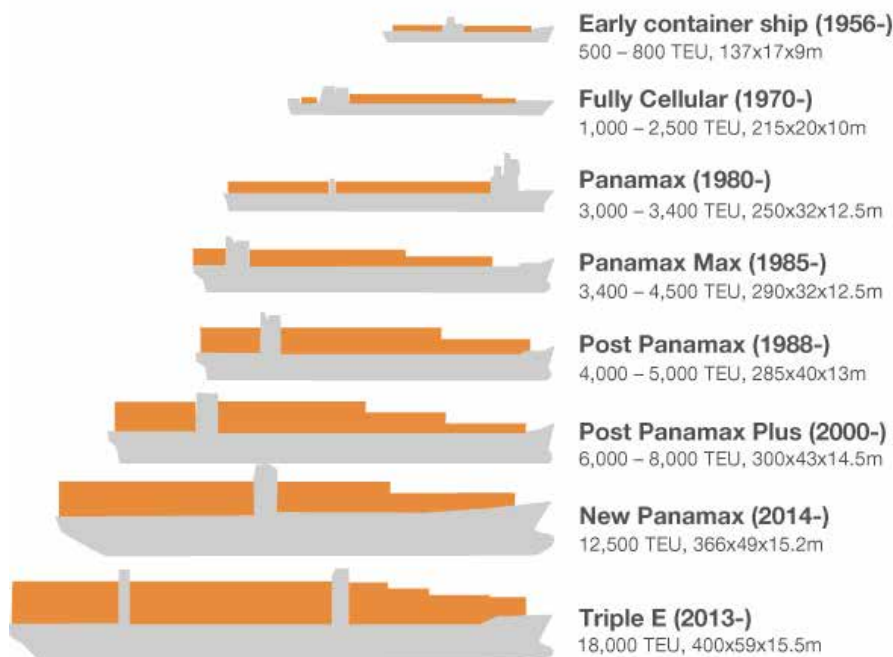
That growth takes three main forms:

- Organic growth; Substitution growth (i.e. the conversion of conventional cargo to containers); Induced growth (i.e. transshipment).
- More moderate growth is expected for intra-regional short-sea traffic in the Caribbean. However, potentially this traffic would also be of interest to the new Transshipment Container Port.
- A combination of direct deep-sea import/export, transshipment and short-sea container traffic and the expected growth associated with each, ensures attractive future prospects for terminals that can penetrate the market. Indeed, the container terminal sector is regarded as having one of the best growth rates of all international business sectors.

As noted earlier, one of the most significant trends affecting the container shipping industry has been the ongoing increase in the size and number of vessels employed. Over the last fifteen years, the capacity of the largest container vessels in service has more than doubled from around 4,500 TEU to 9,600 TEU vessels. Larger vessels of up to 12,000 TEU (i.e. Suezmax) and 18,000 TEU are now joining the market. It should be noted that generally, the largest ship presently calling on Port-au-Prince has a capacity of 1,100 TEU.

Evolution of container ships

TEU: twenty-foot equivalent units,
length x width x depth below water in metres



Adapted with permission from The Geography of Transport Systems, Jean-Paul Rodrigue



The Triple E's bridge has been brought forward so containers can be stacked higher with no loss of visibility

The Caribbean, though small in population and economic activities except for tourism, constitutes a major focal point for north/south Atlantic trades and trades with the east and northern coasts of South America. South American economies have rallied in recent years and are expected to continue their rapid growth notwithstanding recent economic upheavals in Argentina. As a result, container trade between North and South America has seen the entrance of several new carriers. Moreover, the European-South American trade mostly with Brazil, Argentina, Venezuela, etc. is expected to grow, especially as the South American population will continue to grow at twice the rate of Europe and North America, exceeding 700 million inhabitants by 2025. A substantial fraction of the projected increase in container traffic resulting from the above is expected to go through the Windward Passage.

In summary, Haiti simply cannot afford to miss this unique opportunity to put itself back on the track of progress and renewed prosperity. The proposed Transshipment Container Port is a necessary tool it cannot do without and the Môle site is the only one in Haiti which can accommodate all the elements of the Project.



SHIP RECYCLING & REPAIR FACILITY



// SHIP RECYCLING & REPAIR

THE INDUSTRIAL ELEMENTS

A Ship Recycling & Repair Facility that, while in compliance with the strictest environmental standards applicable in the U.S. and in Europe, would create thousands of new and sustainable jobs, lead to the creation of a whole new steel “cottage” industry in Haiti, (creating still more employment), substitute imports with local production and earn substantial foreign exchange for Haiti through the export of steel scrap production.

A Ship Recycling & Repair Facility will **ADDRESS THE GLOBAL NEED FOR COST-EFFECTIVE AND ENVIRONMENTALLY SAFE RECYCLING OF:**

- Obsolete ships
- Obsolete petroleum platforms AND to repair ships & petroleum platforms.

Seagoing vessels at the end of their life cycle will be pre-cleaned, i.e. hazardous materials and equipment will be removed as the vessels are moored alongside a quay or jetty. They will then be moved ashore to a dry-dock where they will be dismantled by trained steel cutting crews. Special care will be taken to avoid spillage and pollution making use of the vessel’s self containing hull and the dry-dock facility. The scrap steel will be stored pending sale to steel mills.

The proposed site for the Môle St. Nicolas Project has been highly recommended by Haiti’s Minister of Environment, given the low population density and the high unemployment level in the area. Moreover, Môle St. Nicolas is located right on one of the most traveled maritime route, the Windward Passage, between Cuba and Haiti’s North-West tip. The economics of Môle St. Nicolas are excellent. Nowhere else in this region is a similar large parcel of undeveloped land at a protected deep harbor.

The Ship Recycling Project will result in more benefits to Haiti than most if not all existing or proposed industrial projects through the:

- Generation of 50,000 new jobs and the creation of new industries (rolling mills, foundries, recycling related businesses, furniture factories etc.)
- Dramatic reduction in steel imports required for reconstruction of the country, and
- Significant improvement in Haiti’s balance of payments and government income



// SHIP RECYCLING & REPAIR PLANT

WHY A SHIP RECYCLING & REPAIR PLANT?

As noted, Ship Recycling is a type of ship disposal involving the breaking up of ships for scrap recycling, with the hulls being cut and recycled in foundries. Most ships have a lifespan of a few decades before there is so much wear that refitting and repair becomes uneconomical. Ship recycling allows materials from the ship, especially steel, to be reused together with the equipment on board.

The more unique characteristic of the Ship Recycling and Repair Facility element of the Project is its strictest compliance with the highest regulations, whether proposed or in existence, concerning health and the environment, given that the process involves the removal of metals, oil and fuel, bilge, paints and coatings, asbestos, PCBs, other waste streams and chemicals. At present, all ship owners are faced with the environmentally disastrous and increasingly banned facilities in South Asia on one hand and the very costly facilities in the U.S. and Europe, on the other. The Ship Recycling and Repair Facility would be the first to meet both conditions of cost effectiveness and strict environmental safety. It would involve a major financial investment in the development, construction, installation and operation of a ship recycling and repair facility to respond to the identified need for cost-effective recycling of decommissioned ships in the Americas, Europe and elsewhere and of petroleum platforms now operating in the Gulf of Mexico.

GREENDOCK

The Project will include up to 4 “GreenDocks,” a new revolutionary model of dry-dock developed by GreenDock License Pte Co. Ltd in Singapore, a marine engineering firm from Dutch origin and a strategic partner of Haiti Invest in the Project.

It will have the capacity of producing up to 2,880,000 MT of steel scrap per year, creating more than 50,000 direct and indirect new jobs in Haiti, during a first stage. In a second stage, the Project would also include a foundry and re-rolling mills to melt the scrap into steel ingots and steel products, thereby creating at least an equal number of additional jobs. As reference, the same industry has created over 200,000 new jobs in Bangladesh.



This is expected to multiply its job creation potential for Haiti at a time of greatest need. In addition, it will have a unique multi-user facility, which, due to its overall size, will be suitable not only for ship recycling but other concurrent uses, including:

- An excellent ship repair, alteration, mooring, storage, cleaning, painting and chandelling facility positioned right on one of the most traveled sea lanes in the world, a location advantage that will be unbeatable. This will constitute a key attraction for ship owners who will be more inclined to use the Transshipment Container Port element of the Project.
- Shipbuilding, especially in the unlikely event that ship recycling opportunities should be reduced.
- Recycling of petroleum platforms, a sector, which is also in dire need of compliant and cost-effective facilities. Indeed, as noted, 3,500 such petroleum platforms now operating in the Gulf of Mexico will need

to be recycled over the next few years. There again, they are faced with the very costly facilities in the US (mainly Brownville in Texas) or in Europe (Aberdeen in Scotland).

- Construction of offshore petroleum platform components, taking advantage of its proximity to the many offshore sites in the Gulf of Mexico.
- Rental to third parties for their own maritime operations, with the installation of cranes for lifting and specialist cargo handling.

The Ship Recycling facility will fully comply with the Green Ship Recycling Standard created by and for the NGO Platform on Ship Recycling. It is designed to differentiate between leaders in the ship recycling/scraping industry and those that operate with technologies, methodologies and policies that are substandard and too often result in breaches of international law, damage to human health and the environment.

No Beaching Operations: Under no circumstances will this practice be used because of its impracticality/impossibility of a) providing access and platforms for mechanical lifting devices, e.g. cranes, b) providing access by emergency response vehicles, and c) preventing oils, leaked residues, and particulate matter from falling onto the beach and marine environment in a retrievable manner.

Full Containment with Dry-docks or Graving Docks: In order to comply with the Basel Convention Guideline's requirement that "impermeable floors wherever hazardous materials and wastes are handled," no part of the ship itself will be considered as the necessary containment. In practice this will mean that over-water or over soil/sand recycling will not be considered acceptable, but only movement of the entire ship to an impermeable, fully contained and controllable floor area such as is provided by a dry or graving dock. Dry-dock or Graving dock floors will be washed daily and waters and cleaning residues managed as potential hazardous wastewater.



// RECYCLING GREENDOCK

INTERNATIONAL SHIP RECYCLING AT PRESENT

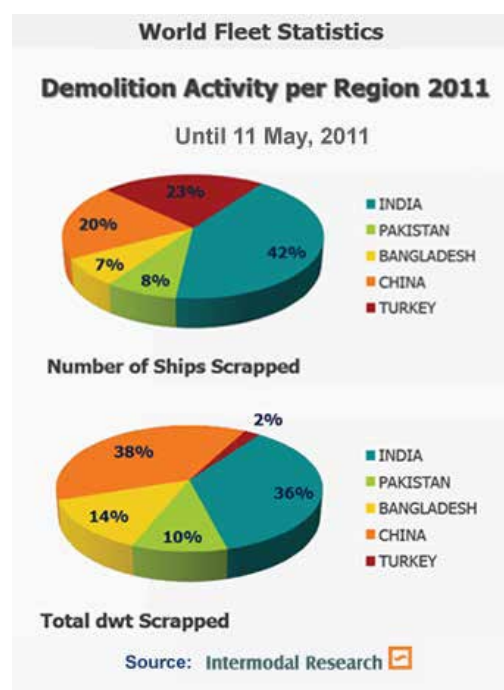
At present, most ship recycling is done in South Asia (Bangladesh, India & Pakistan) on “beaching facilities” which violate international law/standards, causing environmental damage and risk to workers health and safety.

Table 6.7. Top 10 ship-scraping nations, 2010

Country	Scrapped amount, dwt	Accumulated market share, as a percentage	Number of ships scrapped	Rank	Scrapped ships, percentage of total volume				
					Bulk carriers	Dry cargo / passenger	Offshore	Tankers	Others
India	9 287 775	32.4	451	1	9.7	32.8	5.3	46.2	5.9
Bangladesh	6 839 207	56.3	110	2	15.1	5.5	5.7	71.1	2.5
China	5 769 227	76.5	189	3	46.6	36.3	2.5	12.2	2.4
Pakistan	5 100 606	94.3	111	4	8.1	2.9	6.2	80.6	2.2
Turkey	1 082 446	98.1	226	5	24.3	48.7	0.2	14.1	12.8
United States	217 980	98.8	15	6	0.0	19.9	0.0	80.1	0.0
Romania	16 064	98.9	4	7	0.0	100.0	0.0	0.0	0.0
Denmark	15 802	98.9	25	8	0.0	53.4	22.7	0.0	23.9
Japan	13 684	99.0	1	9	0.0	100.0	0.0	0.0	0.0
Belgium	8 807	99.0	12	10	0.0	100.0	0.0	0.0	0.0
World	28 637 092	100.0	1 324		18.6	22.7	4.7	50.0	4.1

TOP 10 SHIP-SCRAPPING NATIONS

SHIP RECYCLING AROUND THE WORLD



//SHIP RECYCLING AROUND THE WORLD

LOWEST PRODUCTION COST/TON OF ANY FACILITY, ANYWHERE :

- Greater efficiency through assembly line operation = lowest operating costs
- Access to Petroleum Platforms in Gulf of Mexico - 3,500 platforms to be recycled in next few years + more in Northern Europe
- Synergy with other Projects - sharing of administrative, energy costs etc.

UPSIDES TO THE PROJECT

The Project will have a unique multi-user facility which, due to its overall size, will be suitable not only for ship recycling but other concurrent uses, including:

- In a second stage, a foundry and re-rolling mills to melt the scrap into steel ingots and steel products. This is expected to multiply the new employment created and further improve the profitability of the Project and its job creation potential for Haiti at a time of greatest need.
- A ship repair, alteration, mooring, storage, cleaning, painting and chandelling facility positioned right on one of the most traveled sea lanes in the world, with no competitors nearby
- Shipbuilding
- Recycling of petroleum platforms, a sector which is also in dire need of compliant and cost-effective facilities
- Construction of offshore petroleum platform components, taking advantage of the proximity to the many offshore sites in the Gulf of Mexico
- Rental to third parties for their own maritime operations

STEEL SCRAP IMPORTING COUNTRIES

Main steel scrap importing countries (million tonnes)

	2007	2008	2009	2010	2011
Turkey	17.141	17.415	15.665	19.192	21.460
Korea Rep.	6.887	7.319	7.800	8.091	8.628
China	3.395	3.590	13.692	5.848	6.767
India	3.014	4.579	5.336	4.643	2.929*
Taiwan	5.418	5.539	3.912	5.364	5.328
USA	3.692	3.571	2.986	3.775	4.003
EU-27	5.142	4.809	3.270	3.646	3.676
Malaysia	3.688	2.293	1.683	2.292	2.050
Indonesia	1.260	1.899	1.484	1.642	2.157
Canada	1.435	1.674	1.408	2.226	1.911
Thailand	1.805	3.142	1.323	1.282	1.877

* Period Jan-July 2011

//LETTERS OF CONFIRMATION



Based on the information submitted so far about the Greendock Foil Dock Concept, DEKRA Certification B.V. recognizes the potential of the concept for implementing and operating an environmentally friendly ship dismantling process provided it is operated properly.



The Greendock Concept is an innovative version of a traditional Gravity Dock which uses weight to counter the uplift caused by the water pressure on the outside of the watertight container.

Of course there are some engineering issues relating to the construction of the Greendock dry dock concept that need to be overcome during the detailed engineering phase but we believe it could provide a practical and "environmentally friendly" facility for breaking up the hulls of ships.

CEMENT FACTORY



// CEMENT FACTORY

THE INDUSTRIAL ELEMENTS

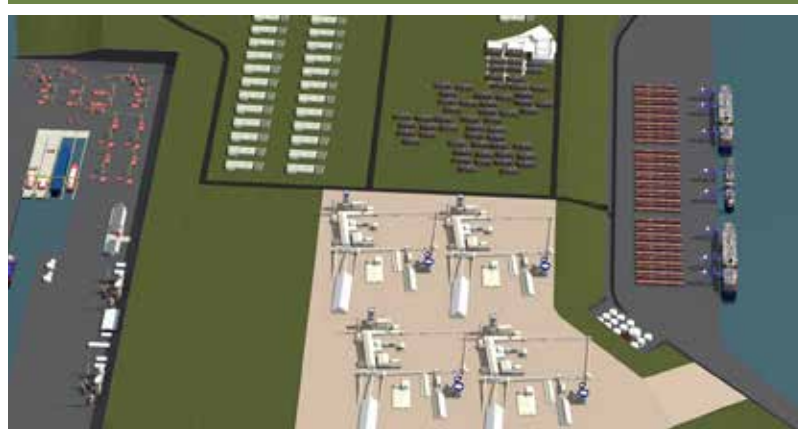
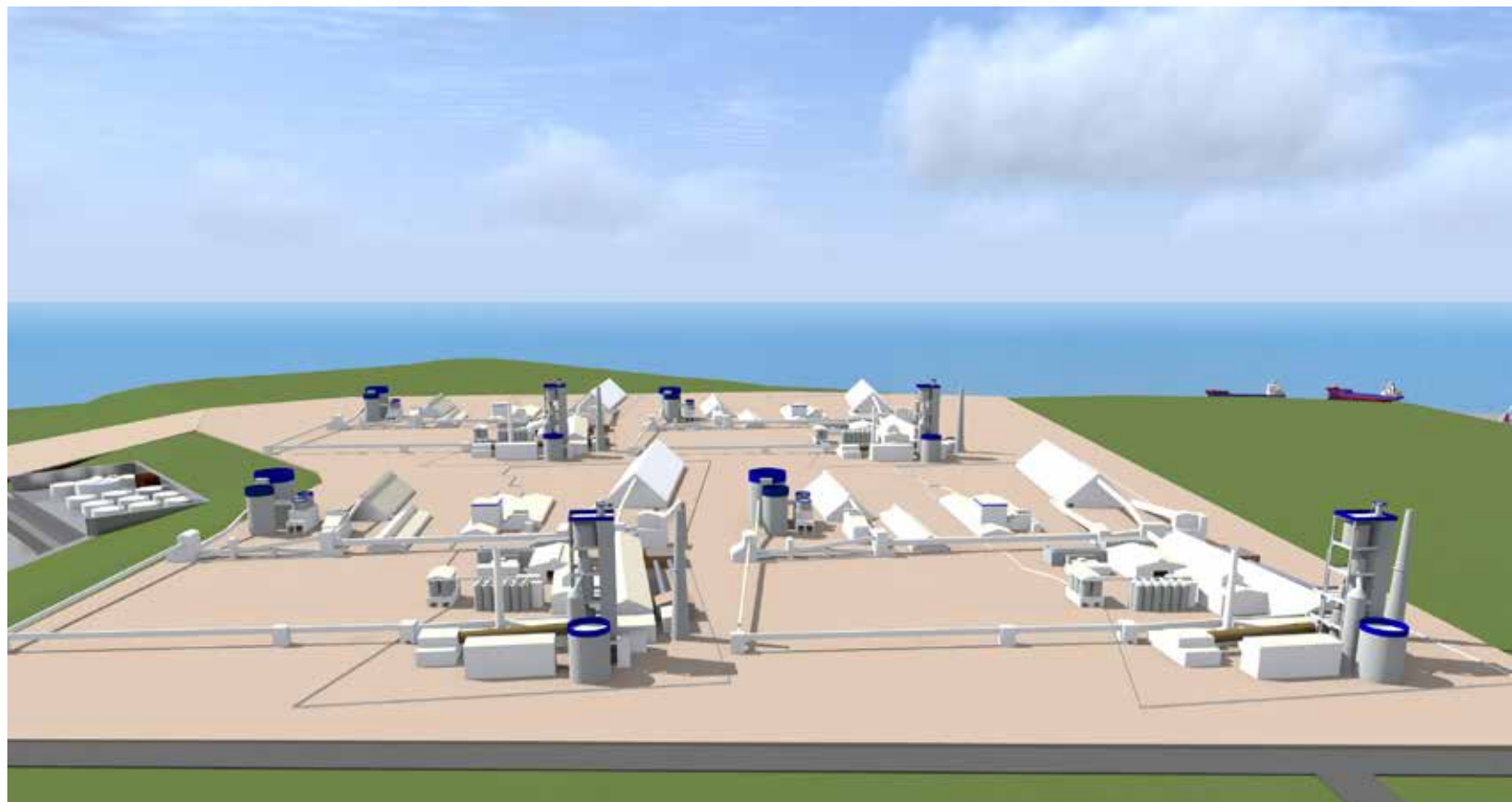
A Cement Factory which, in addition to creating thousands of new and sustainable jobs and providing Haiti with more affordable cement for its reconstruction (cement price in Haiti is one of the highest in the world), would allow it to earn foreign exchanges for Haiti through the export of cement toward North America and the Caribbean.

Haiti Invest is a company which is developing a major cement project based in Haiti to serve the local and international markets, using only locally available primary materials from its own mines, including the largest local reserve of puzzolana (natural puzzolan), a cement extender. All its competitors in Haiti import either their primary materials (clinker and puzzolana) or the finished product.

Using its access to all primary materials from its own mines (especially to the puzzolana) and the most cost competitive labor force in the Western Hemisphere, the company expects to become one of largest cement producer in Haiti and in the region. The company has been assured the full support of the Haitian government in that endeavor.

THE KEY ELEMENTS OF THE CEMENT FACTORY

- It will be the largest and lowest-cost cement producer in Haiti
- There is a growing local market
- By Haiti's location, there is easy access to resurging U.S. and regional markets
- All primary materials are procured locally from own mines at lowest cost
- The lowest labor costs in the Americas



//CEMENT FACTORY

CEMENT FACTORY MATERIALS

Cement is made by heating limestone (calcium carbonate) with small quantities of other materials such as clay to 1450° C in a kiln or oven in a process known as calcination whereby a molecule of carbon dioxide is liberated from the calcium carbonate to form calcium oxide, or quicklime, which is then blended with the other materials that have been included in the mix. The resulting hard substance, called “clinker,” is then ground with a small amount of gypsum into a powder to make “Ordinary Portland Cement,” or OPC, the most commonly used type of cement.

Pozzolans (the technical term is “cement extender”) are commonly used as an addition to OPC to increase the long-term strength and other material properties to reduce the cost of energy involved in the process because current practices permit up to a 40% addition of pozzolan to Portland cement without significantly reducing the final compressive strength or other performance characteristics of the cement. The first known pozzolan was pozzolana (natural pozzolan) for which the category of materials was named. Pozzolana, also known as pozzolanic ash, is a fine, sandy volcanic ash which was first discovered and dug in Pozzuoli, Italy. It was later discovered at a number of other sites as well. There are four types of pozzolana: black, white, grey, and red.

The most commonly used pozzolan today is fly ash though silica fume, ground granulated blast furnace slag, and other materials are also used as pozzolans. The U.S. FDA has proposed regulations which would categorize fly ash as hazardous waste because of its hazardous properties. These hazardous properties are not found in pozzolana.

The Project would have access to an abundant source of natural pozzolan (pozzolana) from its own quarry in Haiti both for use as an “extender” of the cement it produces, thus reducing its production costs, and for export to the region and beyond including the U.S., Canada and Brazil once local needs for cement and pozzolana are met, thus earning foreign exchange to help Haiti’s balance of payments. In addition to pozzolana, the Project would also have quarries of locally available limestone and gypsum, the two ingredients used in the production of clinker, thus completing the list of primary materials needed to make cement.

WHY A CEMENT FACTORY?

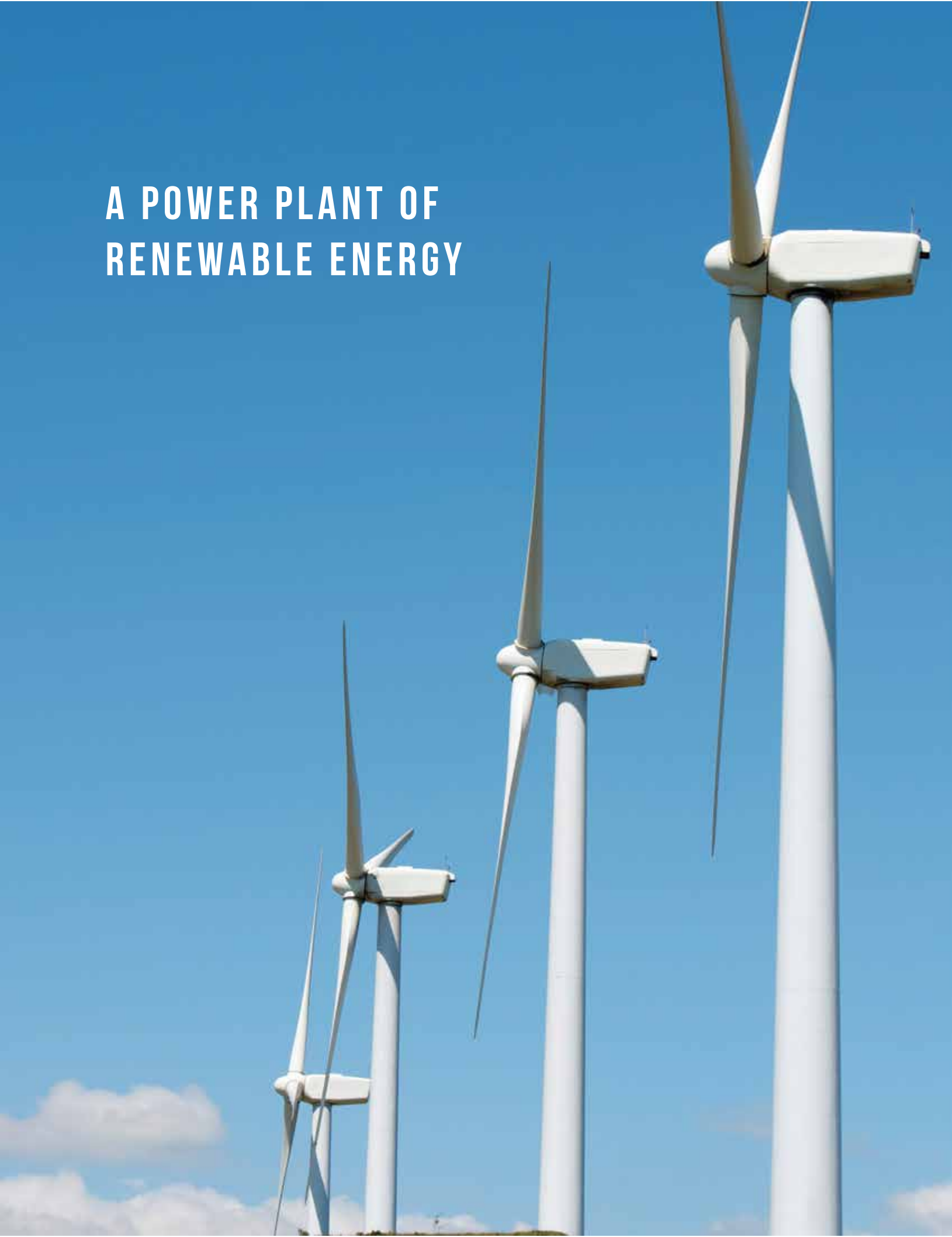
As noted earlier, the cost of cement in Haiti is one of the highest in the world. Unless cement is made more affordable, Haiti's rebuilding will be dramatically hampered. Moreover, the quality and the availability of the imported cement are often inadequate. The large number of fatalities in the 2010 earthquake was due in large part to the absence of cement (presumably given its cost on the local market) and to the poor quality of cement used.

The Project includes the establishment in Haiti of a new cement producer to compete in the local and export markets, through a major financial investment in the construction and installation in four stages of a complex of four separate cement plants, each first with a grinding mill, and eventually with an oven, each with capacity of 1.666 million MT/year (million tons/year) which will allow the eventual production of cement entirely from locally available primary materials, thus leading to the drastic reduction of the cost of production.

Moreover, the Project using all primary materials from its own quarries, free from the cost of international freight and aided by the lowest labor costs in the Western Hemisphere, will establish the most competitive cement business in Haiti and the region. The addition of limestone and pozzolan, also mined from the Project's own quarries, to the Portland cement produced, thus extending it by up to 40% without the energy-related costs of the kiln, will make that competitive advantage insuperable.



A POWER PLANT OF RENEWABLE ENERGY



// POWER PLANT

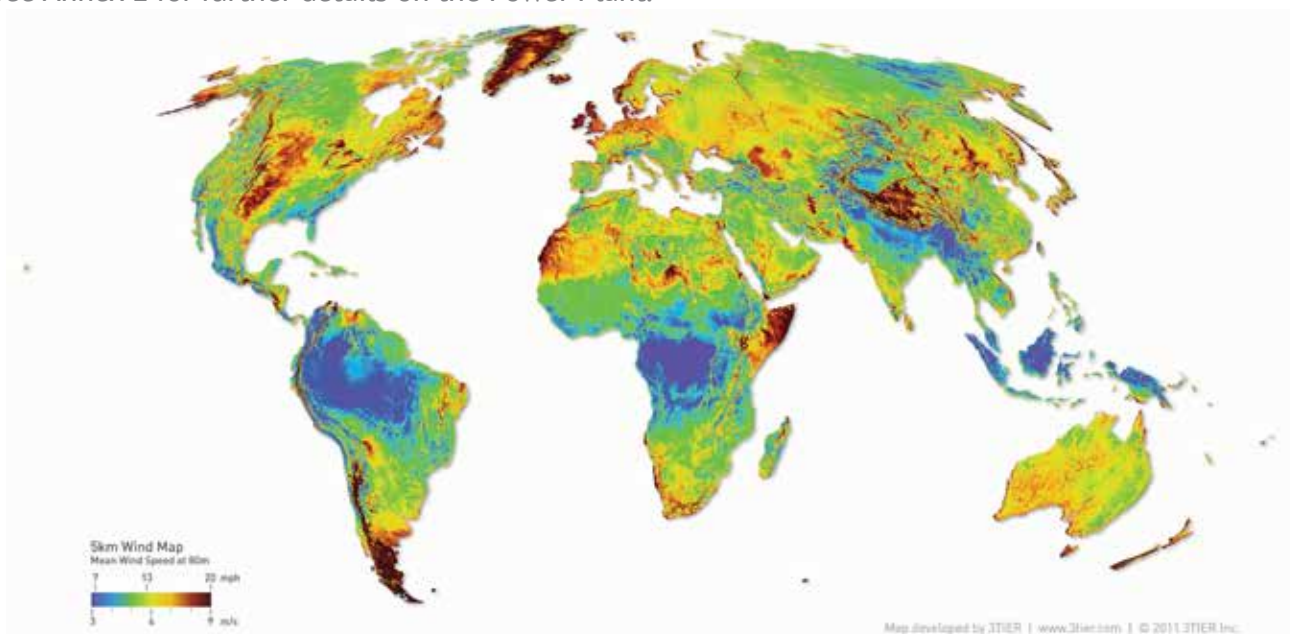
THE INDUSTRIAL ELEMENTS

A Power Plant, using mostly renewable energy, which would allow Haiti Invest to provide much cheaper energy to the different elements of the Project and to the Môle Community as a whole, helping fuel its development. Given that all primary materials for making cement and “extending” it are also available locally, Haiti would have access for the first time to cement made only from locally available primary materials and would thus be in a position to reduce its dependence on imported cement and clinker, and begin exporting cement not only to the Caribbean region but throughout the Americas, a key contribution to Haiti’s reconstruction and its balance of payments.

Môle is naturally windy and has an abundance of sunshine. Using renewable energy will give the area a green reputation, and will strengthen Haiti’s position with world banking institutions, which are concerned about carbon emissions and climate change. Haiti being party to the Kyoto Treaty, the Project can offset costs through the trading of carbon credits on the international market.

WHY A POWER PLANT WITH RENEWABLE ENERGY?

The cost of electricity in Haiti is one of the highest in the world (between \$0.40 and \$0.25 per kWh) while most of its competitors enjoy a supply of energy at less than \$0.15 per kWh. Most of the industries that can create the number of new jobs required in Haiti (e.g. mining) are energy-intensive. The Power Plant element will not only help ensure the sustainability of the industrial and social elements of the Project but help fuel the development of the Môle Community through the availability of affordable electricity. See Annex E for further details on the Power Plant.





SOCIAL DEVELOPMENT PROGRAMS



//SOCIAL DEVELOPMENT PROGRAM

THE SOCIAL ELEMENTS

The Social Development Program Initiative (SDPI)

The key objective of Haiti Invest and of the Project is to ensure the development of Haiti, both industrial and social. The industrial elements of the Project are intended to provide the resources to achieve that objective while the Social Development Program Initiative outlined below, in Annexes F, G & P, is intended to help complete that development. The SDPI is designed to provide an integrated inter-sectorial framework for the development of the Môle Community by providing for the safe and healthy settlement of not only the Project's local employees, but of the Môle Community at large, and a life with dignity, security and equity. It is centered upon the provision of all essential services and intends to be a step ahead of similar planning instruments and methodologies currently used throughout the world.

Together with associated organizations such as FOKAL, St Elizabeth University (Slovakia), 'Acoger y Compartir,' 'Messageros de la Paz,' Hispaniola Houses (the latter three from Spain) and hopefully many others, the SDPI will focus primarily on the following sectors:

- Housing (safety, security & affordability)
- Health (availability, adequacy & affordability)
- Accessibility to affordable & healthy nutrition
- Educational/Professional Training (availability, adequacy & affordability)
- Environmental & Agricultural Regeneration (effectiveness & community participation)

The following is a brief presentation of the main elements of the SDPI. A key objective is to create a different relationship model among the beneficiary communities, private enterprise and local/regional government bodies, which will nurture a new, productive and social development model and in turn facilitate the efficiency of the industrial and social initiatives undertaken within it.

SDPI offers the opportunity for a private/public/community partnership to pull together, in an integrated, participatory and coordinated fashion with the resources necessary for the construction of a vastly enhanced Môle Community with all services essential for a sustainable and healthy community. (Potential to transform not only Môle but also all of Haiti.)

One of the cornerstones of the SDPI, a factor complementary to Haiti Invest's strategic vision as a socially responsible private enterprise, is the necessary political will that will open the door to co-financing of the SDPI from international sources, both private and public.



// ENHANCING QUALITY OF LIFE AND WELL BEING

COMPONENTS OF HAITI INVEST'S SOCIAL DEVELOPMENT PROGRAM INITIATIVE

The SDPI's approach is to initiate a series of coordinated multi-sectorial initiatives, which together respond to the integral needs of the new Môle Community. Its elements are the following:

1

Development Program based on local inter-sectorial action, to accomplish the development goals included in Haiti's reconstruction policy, with justice and equity.

2

Structuring and deployment of a Private/Public/Community Partnership for Local Development (PPCP), led by Haiti Invest and composed of organizations working in the different sectors involved (public and private institutions able to provide technical tools, goods and services, universities and technical education providers, NGOs, financing institutions, etc.). Those organizations will take part in the PPCP and will provide goods and services necessary for the program, while the participating community organizations will represent the partnership's lifeblood.

3

Participatory community governance strategy, which will make inclusive democracy a reality, enabling participation of those most vulnerable and traditionally excluded from the development processes.

4

Change of the livelihoods model- given that in the Môle, livelihoods are in a rural setting, this will involve moving from a model of mini-plot exploitation for mere subsistence to a community program of industrial and agricultural production geared not only to local but also to national and international markets.

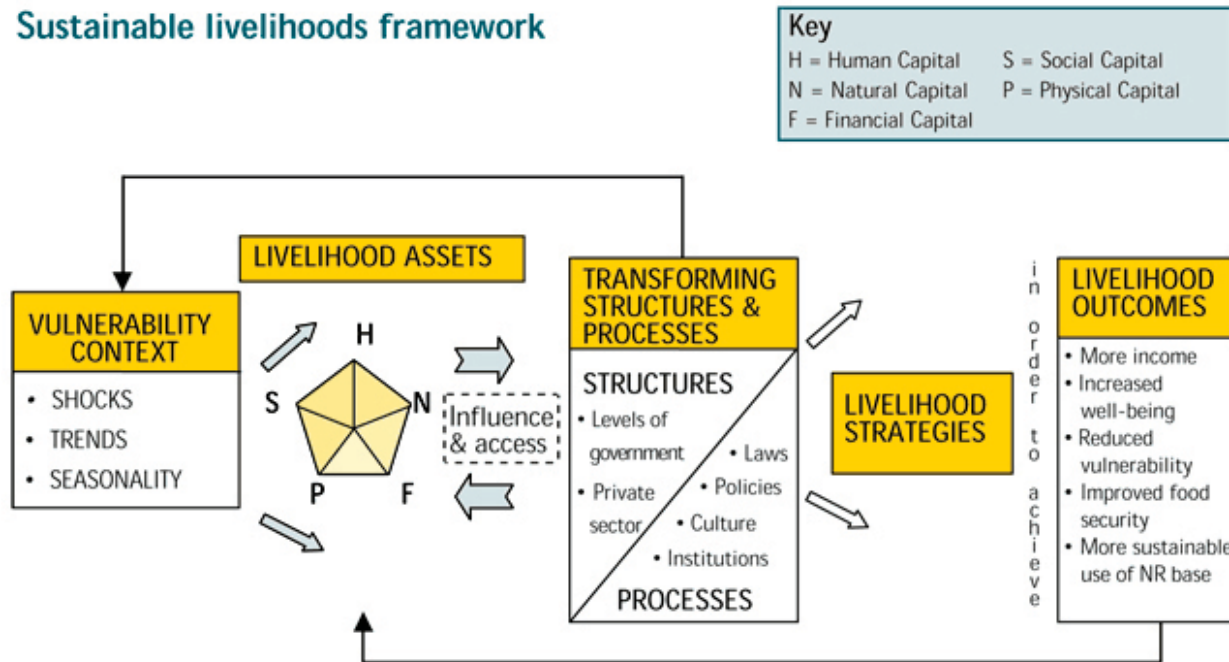
5

Infrastructure Program for services essential for a safe and secure habitat:

- Participation in and implementation of Community Development Planning.
- Sustainable and secure settlement planning (vulnerability reduction to natural disaster risks – floods, seismic, etc.).
- Safe Housing.
- Safe and secure Water and Sanitation.
- Sustainable Energy production through renewable energy.
- Other secure essential services: Health, education, communications, basic logistics for community produced goods and services, support for personal and community entrepreneurial projects.

The sustainable livelihoods framework seeks to take a more comprehensive and integrated approach to poverty than traditional interpretations, which largely considered poverty in relation to a narrow set of indicators (such as income and productivity).

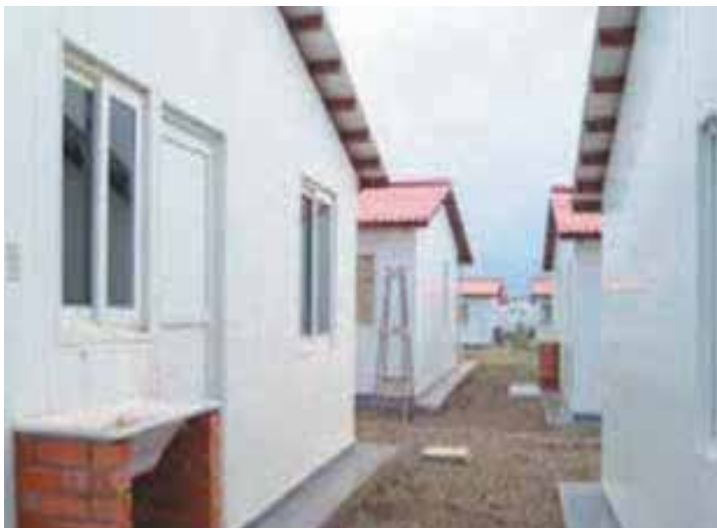
Sustainable livelihoods framework



“A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base.” (DFID, 1999)

// HOUSING

HOUSING COMPONENT



- Shelter security – “healthy house” model – provision of model houses.

- Haiti Invest will construct residential settlements in the Môle, first to accommodate the employees, local and foreign, and contractors involved in the construction and operation of the different elements of the Project. This will eventually involve housing for more than 40,000 employees. To that effect, Haiti Invest will partner with the US company TSC Global, Hispaniola Housing and others in a program intended to provide both the construction and financing of the housing settlements and the social centers related thereto.

- In the original construction phase, the TSC Global lightweight blocks will be used to quickly build the structures required to accommodate workers and employees. Thereafter, the TSC/Western Forms “Poured in Place” method will serve the construction of the main building infrastructures, thus accelerating the construction of a large number of houses and related facilities as will be required by the vastly enlarged Môle town. TSC blocks can be made on-site and dry-stacked with minimal skills. They can then be taken down and moved to another location at a later stage. No other temporary system offers that benefit.

- Self-build and group self-build projects

// ESSENTIALS SERVICES

INFRASTRUCTURE FOR ESSENTIAL SERVICES COMPONENT

BASIC GENERAL INFRASTRUCTURE:

- Roads, traffic signals and control systems, connection with public transportation systems.
- Distribution systems:
 - Water and sanitation
 - Telephone and ICTs communication channels whether in connection with the existing Digicel network or with a Haiti Invest proprietary system.



POWER GENERATION AND DISTRIBUTION:

- Mixed renewable/conventional community power generation programs, using, as noted above, not only the Power Plant as a resource but also individual and community-wide solar and wind powered energy systems.
- Public lighting as an essential element of community security, using mostly solar power.
- Eventually, solid waste recycling for energy production once the Môle Community will have grown to a sufficient size to support such a facility.



//COMMUNITY

COMMUNITY SERVICES COMPONENT

Community Centers to help reinforce cohesion in the Môle community, especially given the number of new delocalized employees and contractors. This will be an important element in preventing the local inhabitants from feeling marginalized.



Socialization and communication platforms - social media strategy and action plan probably including a local radio and television station in support of the SDPI program.

Libraries, furnished in part through the worldwide network of “Lycées Français” and similar educational institutions in the US, Canada and Spain.

Logistics management for community needs of goods and services, taking full advantage of the new port facilities and regular maritime traffic between the Môle and national & international ports.

Leadership & training programs for women through the YWCA Haiti which will empower and integrate them into the workforce.

Engaging the office of Haiti’s Secretary of State for the Integration of Disabled People and NGOs involved in the sector, in meeting the needs of the local disabled community and integrating them into the workforce.

// FARMING

SOCIO-ECONOMIC STABILIZATION COMPONENT

SUSTAINABLE INDUSTRIAL FARMING SUB-COMPONENT:



- Industrial farming community program; this component is intended to revive the farming potential of the Northwest.
- Rebuilding and restoring rural Haiti is one of the primary ingredients in its future transformation and development. In the 1980s, Haiti was nearly self sufficient in food and agricultural production. Most of its farmers could earn a living and the Haitian population could purchase locally produced food. Today, at least 57% of Haiti's food is imported and Haiti's agriculture remains in shambles due to economic and trade policies that have debilitated local food production and rural development.
- An important element of the farming subcomponent will be the systematic use of greenhouses, using the skills and experience developed by many agricultural communities in Spain. In effect, many of those communities share the arid land conditions encountered in the Môle Region.
- In this context, Haiti Invest will partner with IMV Technologies, the French global leader in artificial insemination, and several leading Spanish universities in the sector together with Haiti State University and University Quisqueya. This element of the Project will also involve the following associated organizations:
 - The Smallholder Farmers Alliance to build capacity and yield for agroforestry cooperatives. This will involve local farmers planting trees in return for the agricultural training, tools and better seeds that result in increased food crop yields.
 - The Lambi Fund to teach local farmers animal husbandry.
 - The World Horse Welfare to educate about care and nutrition for working equines – horses, donkeys and mules.
 - An important animal artificial insemination program through IMV Technologies geared toward the regeneration of livestock in Haiti.

// FISHING

SUSTAINABLE INDUSTRIAL FISHING PROGRAM

A Fishing Element to help the local community develop its fishing industry and provide for the needs of the growing Môle Community through training, the provision of adequate equipment and tools, a work-for-tools program and access to affordable credit.

- Fishing will be developed in close association with the Ministry of Agriculture, Food For the Poor and several Spanish organizations (e.g. Sistimata and Incatema) involved in the development of the fishing industry in Spain, the largest in Europe. It will include a 'fishing village' to address development and aquaculture elements.
- Reef conservation will be developed through the Reef Check Foundation.
- Ancillary initiatives will include education on fishing, over-fishing, marine biology and ocean conservation. See Annex G for further details on the Fishing Program.

OTHER COMPONENTS

- Education and training in technical jobs.
- Logistics and management plans for participation in markets, giving the Môle Community access to new port facilities and regular maritime traffic.
- Construction and operation of an Agro-Industrial Technical Education Center which will first focus on training the local inhabitants for the new jobs created in fishing, agricultural production and animal husbandry.
- Construction of a Central Community Market that will serve as an outlet for local agricultural production and make available imported goods to the Môle Community at an affordable price.
- Reforestation and alternative fuel initiatives with The Smallholder Farmers Alliance and Fondation Seguin.
- Garbage management and recycling education for the community.
- Patrimonial preservation for the local monumental, material and immaterial heritage of the Môle Region, including Batterie de Vallière, Fort George, St. Charles, La Poudrière, Le Fort Allemand and Les Ramparts, working in close cooperation with the Institute for the Protection of National Haitian Heritage (ISPAN).



// INDUSTRIAL PARK

INDUSTRIAL PRODUCTION SUBCOMPONENT

- Development of local community enterprises, including through access to the facilities of the new Industrial Park and various support from the industrial elements of the Project.
- Education and training of the local inhabitants through the Agro-Industrial Technical Education Center in the technical jobs created by the industrial elements of the Project, in construction, energy production, cement making, agricultural production, logistics, boat operation and maintenance, heavy equipment operation and maintenance, basic health services, safety and security etc.
- Logistics and management plans for participation in regional and national markets, and eventually international markets as well.



ENTREPRENEURSHIP SUBCOMPONENT:

- Entrepreneurship – instruction in the creation and management of micro- and small businesses.
- Accompaniment of personal and community entrepreneurial projects – through personalized assessment and counseling, tools for business plan preparation adjusted to the needs and scale of beneficiaries' projects. Likewise, financing arrangements for those projects and assistance for implementation, periodic business assessment and improvement counseling.



// EDUCATION

EDUCATIONAL COMPONENT

Following models and curricula defined by the Haitian Government.



- Adult Basic Literacy.
- Technical education tailored for the new positions created by the Industrial elements of the Project such as electrician, stevedore, steel worker, re-rolling mill operator, boat operator and repairman, cement specialist, agricultural technician etc.
- Access to full education for the new generations including incentive schemes for full schooling for children and young adults. This will involve giving students the opportunity to be reviewed for university scholarships through HELP, the Haitian Education Leadership Program.
- Basic Education for the entire community – Environmental education, training for sustainable livelihoods.
- Basic foreign language training in English and Spanish, especially for those whose jobs are likely to involve international connections.
- Education for a sustainable habitat and healthy living.

// HEALTH

HEALTH COMPONENT

following models defined by the Haitian Government, and functioning within the overall Haitian Health System:
Construction and equipment (as necessary according to number of people in each community)



- Primary Care Health Centers.
- Health Centers with capacity for comprehensive emergency obstetrics care and basic general emergency care 24/7, Delivery Room, Minor Surgery Suite. Services integrated in a municipal health network.
- Community Hospital with provision of four basic specialty services.
- Secure supply of essential drugs.
- Psychosocial Care Program with intervention at the individual and household levels.
- Health status as an indicator of overall wellbeing – inclusion in Indicator Score Card used to document SDPI impact.

For this component it may be necessary to set up a community health insurance schematic in order to dilute risk of catastrophic health expense, etc.

// SUSTAINABILITY

NUTRITION AND FOOD SECURITY COMPONENT

- Linking farming projects production with a program for food security for families - identification and focused care of at-risk families.
- Connection between domestic micro-orchard programs and food security.
- Connection between community aquaculture ponds programs and food security.

SUSTAINABILITY COMPONENT

In cooperation with national and regional Gov't bodies, capacity strengthening at the community and municipal levels for sustainable management of:

- Community Development Plans and Programs part of SDPI.
- Integration of Territorial Development Plans and other required development instruments.
- Planning for sustainable financing sources in the medium and long term.
- Planning for a secure environment (natural disaster vulnerability reduction and risk management).
- Environmental Regeneration – Reforestation & livestock regeneration including community aquaculture ponds.
- Sustainable use and maintenance of natural resources, both at the urban/peri-urban and rural settings.
- Participatory Community Governance Strategy – Linked with Municipal and Regional Governance models, within the decentralization policy established by the Haitian Government.



In addition to the previously mentioned components, Haiti Invest's SDPI will include the following essential elements:

SDPI Integrated Management

- SDPI Impact Evaluation - Development of family of Indicators for program impact evaluation.
- Systematic documentation for potential Program Replication with required scale and scope adjustment methodologies.
- Systematic documentation of implementation experience-Learned Lessons and Best Practices Bank - frequent problems and solutions, possible rapid results initiatives, leverage points, etc.



**AS A RESULT OF THE ABOVE,
HAITI INVEST AIMS TO TRANSFORM
MÔLE ST. NICOLAS INTO A 200,000 STRONG
COMMUNITY WITH SOLID AND SUSTAINABLE JOBS
AND IN EVERY WAY, A 'HEALTHY COMMUNITY.'**

SERVING HAITI GLOBALLY



**HAITI INVEST BOARD MEMBERS
& TECHNICAL ADVISORS**



The main mission of HAITI INVEST LLC, a company established in the state of Delaware, U.S.A., with affiliates in Haiti, is to promote the Môle Project (the “Project”), with the goal of helping the reconstruction of Haiti and creating in Haiti a strong, privately funded economic backbone which will help the country and its people enter a new era of prosperity and progress. To that effect, it has developed a world-class group of international experts to address the different elements of the Project.

//MEMBERS OF THE BOARD

R. RICHARD BONCY: CHAIRMAN & CEO

Richard Boncy, Haiti Invest, LLC's Chairman, is also Ambassador-at-Large for Haiti and Permanent Representative for Haiti at the UN WTO. He has had an extensive career as senior executive at several Fortune 500 companies, including positions as Corporate Vice President and Deputy General Counsel for Honeywell Inc., Senior Vice-President, General Counsel and Director of Public Affairs for ITT Commercial Finance, Vice-President, Law, Corporate Development and Public Affairs for Medtronic Europe and Vice-President, Law & Corporate Affairs for Dade Behring Europe (now Siemens Medical). He is the former CEO of IFRA and IOFI, the two global associations representing the Fragrance and Flavor industries worldwide. His focus has been worldwide, developing many similar projects in the Middle East, South America and Asia.

He brings with him a wealth of global business, corporate development, legal and general management experience. He has handled complex business development projects in every continent and has negotiated literally hundreds of mergers, acquisitions, joint ventures and strategic alliances worldwide. At Honeywell, Mr. Boncy also headed the contracting function worldwide. He has also taught International Business Development and Corporate Law & Compliance in the postgraduate programs of the IE University in Madrid.

He has attended the Harvard Business School (the Advanced Management Program), the University of Brussels (Master cum laude of International and Comparative Law), the John Marshall Law School (Juris Doctor), the Parker School of Foreign and Comparative Law at Columbia University, the Hague Academy of International Law and the University of Illinois (B.S. in Engineering). He has been Of Counsel to the following law firms: Winston & Strawn, LLP (U.S. & Geneva), Ventura Garces & Lopez-Ibor (Madrid) and Cabinet Sales (Haiti).

His regulatory experience is broad. During more than 20 years he represented the Process Control, Computer, Defense and Life Sciences industries with the regulatory authorities of the European Union in Brussels, with the FCC, the DOD and the FDA in Washington and with many national regulatory bodies in Europe, Asia and the Americas. A native of Haiti, Mr. Boncy is has dual U.S. and Haitian nationalities. Mr. Boncy is admitted to the Illinois and Minnesota bars and to the U.S. Federal Court (8th District).

DR. JOSEPH BAPTISTE: MEMBER

Dr. Joseph Baptiste, DDS, MAGD, FAAID, DICOI, is currently the Chairman of the International Outreach, Scientific Exchanges & Trade Development Committee, the Commissioner for the Governor's Commission on Caribbean Affairs (GCCA) and the owner of JB Dental Implant Centers for nearly 3 decades. He is a highly decorated retired Colonel in the U.S. Army and the founder of The National Organization for the Advancement of Haitians (NOAH), the Haitian Diaspora Federation (FDH) and PromoCapital S.A., a venture capital bank headquartered in Washington DC with offices in Haiti. He is also acting president of the Seguin Foundation USA for Conservation and Reforestation.

Joe holds a BS from the University of Illinois and a Doctorate of Dental Surgery from Howard University College of Dentistry. He is a native of Haiti and a U.S. citizen.

REYNOLD BONNEFIL: MEMBER

Mr. Bonnefil is the owner and Chairman of Haytrac, S.A. the largest company in Haiti in the equipment & machinery sector and one of the most important businessmen in the country, having chaired most of the key local industry associations. He has a B.S. in Business Administration from the University of Iowa. He is a Haitian citizen.

HARVEY GEDEON: MEMBER

Mr. Gedeon is a former Executive Vice President of Global Research and Development, Corporate Product Innovation and Package Innovation for The Estée Lauder Companies Inc. He was also a member of the Executive Leadership Committee of the Estée Lauder Companies, Inc.. He led a global team of more than 300 chemists, biologists, microbiologists and physicists that participate in basic research in the biological and physical sciences, product development, consumer evaluation, regulatory affairs, package engineers, package design and process development.

Prior to joining the Estée Lauder Companies, Mr. Gedeon was President, Research and Development and Quality Assurance for Revlon. He has occupied positions as Vice President, Research and Development for Max Factor, Vice President, Research and Development and Quality Assurance at Orlane based in Paris, France, and Director of Skin Care at the Revlon Research Center.

Mr. Gedeon holds an M.B.A. in International Management from New York University and a B.S. in Chemistry from the City College of New York.

Mr. Gedeon is a native of Haiti and a U.S. Citizen.

DOEBREN MULDER: MEMBER

Mr. Mulder has been for many years a pioneer and a leader in the environmentally safe recycling of ships, whether as CEO of GreenDock, the Dutch pioneer in the field or as CEO of EcoDock, a company similarly involved. GreenDock has offices in the Netherlands, Singapore and in Bangladesh, which serve as consultants to different governments and private companies interested in changing the disastrous beaching practices in South Asia while offering a cost-effective alternative. EcoDock was founded by Maersk, BAM Holding, Royal Wagenborg shipping, Royal Niestern Sander shipbuilder and Isotechniek, and Mr. Mulder to develop new approaches which would comply with the new regulations intended to develop and implement an environmentally safe but cost-effective ship recycling solution.

He has occupied several positions focusing on environmental compliance, including CEO and founder of the foundation for scrapping single hull tanker ships in Eemshaven (NL). Mr. Mulder is a Dutch citizen.

JEAN FREDERIC SALES: MEMBER

Mr. Sales is the Senior Partner and owner of Cabinet Sales, the most prominent business law firm in Haiti. He has had a long and illustrious international career in both corporate law and banking and has participated in most major corporate transactions in Haiti during the last 20 years. He is a former President of the Inter-American Bar Association. Mr. Sales holds a law degree from the State University of Haiti and a B.S. Degree from the University of Puerto Rico. He is a Haitian citizen.

HUGO J.H. SCHIELKE: MEMBER

Mr. Schielke's career spans commercial banking, portfolio management, investment banking and investment advisory services. At The World Bank, he acted as Chief Investment Officer and Director of the Investment Department. He was responsible for the portfolios of the World Bank Group that grew under his stewardship from \$2 to \$15 billion dollars. He held the titles of Director at the IFC and the World Bank. He then held the position of Chairman and CEO of American & European Investment Corporation (AEI), a SEC registered investment advisory firm. Subsequently, he worked at Bear Stearns as Managing Director in New York and founded their bank subsidiary in Frankfurt. Mr. Schielke has served on the Board of Directors of AIG and Bear Stearns. After graduate studies at the University of Berlin and the University of Cologne, he received an MBA in finance from the American University in Washington D.C. Mr. Schielke is a German citizen.

HAROLD R. CHARLES: MEMBER

Mr. Harold R. Charles founded CEEPCO Contracting, LLC. in 2003 and is the Principal-in-Charge of all aspects of the organization. Under his leadership, CEEPCO has grown steadily in size and scope into the industry leader it is today. CEEPCO's President also served as a Civil Engineer and Environmental Coordinator for the DC Air National Guard at Andrews Air Force Base from 1987 to 1994; an Environmental Protection Specialist for the US Army at the Pentagon from 1994 to 1995; a Civil/Environmental Engineer for Federal Emergency Management Agency (FEMA) from 1995 to 1998; and an Environmental Engineer for the Environmental Protection Agency (EPA) from 1998 to 2006.

Mr. Charles has a B.S. in Civil Engineering from the University of the District of Columbia (1986) and an M.S. in Environmental Management from the University of Maryland (1994). He also holds the following titles: Registered Professional Engineer in DC, MD, VA and FL; Certified Project Management Professional (PMP); Leadership in Energy and Environmental Design Accredited Professional (LEED AP); as well as General Contractor's Licenses in DC, MD, VA and FL.

DR. RUDOLPHE MOISE: MEMBER

Dr. Moise is the Medical Director of Miami Dade Ambulance Services. He has had an extensive career in the medical profession including serving as the Associate Medical Director for PhyTrust MSO, President and Medical Director of Comprehensive Health Centers, Chief of Hospital Services at the Homestead Air Reserve Station and General Medical Officer, National Health Service Corps, U.S. Public Health Service.

He has served on the University of Miami Board of Trustees, United Way Board of Directors, Greater Miami Super Host Committee for Super Bowl XXIII board, the board of Planned Process to Stimulate Black Economic Development in Dade County, as President and Founder of the Operation Kimbe Foundation, Executive Committee Member of the Greater Miami Chamber of Commerce, Chairman of Haitian Affairs for the Greater Miami Chamber of Commerce, Vice President of Florida Access Independent Physician Association. He is an Active Member in the AIDS Haitian Coalition and is a founding member of NOAH, the National Organization for the Advancement of Haitians. He was appointed by the City Commission to serve as a member of the City of Miami Office of Professional Compliance Advisory Panel.

Dr. Moise has received numerous awards for his work including Haitian Association Against Cancer Excellence Award, the Greater Miami Chamber of Commerce Black Business of the Year Award and the Pinnacle Award for Achievement and Professional Excellence, among others.

Dr. Moise holds a Doctor of Osteopathy in Medical Education from the Chicago College of Osteopathic Medicine, a JD from the University of Miami School of Law, an MBA from the University of Miami Executive Health Care Program, a Flight Surgeon degree from the U.S. Air Force School of Aerospace Medicine, and a BA from the University of Illinois. Dr. Moise is a native of Haiti and an American citizen.

//TECHNICAL ADVISORS

To ensure the complete success of the Project, Haiti Invest has searched for the best available talent worldwide to assist us in the development, implementation and operation of each of its elements. In that process, it has identified and retained a world-class team of strategic partners who are as follows:

LAND PLANNING AND DEVELOPMENT

DOUGLAS SCOTT LOFLAND

Mr. Lofland has over 40 years of science, technology and industrial development. He originally helped develop testing procedures for environmental toxins at Ohio State University and at Harvard Medical School. In the late 1970s he was a pioneer in early privatized telecom, and built the first private long distance microwave system in the US shortly after the breakup of AT&T. He also was the first to use computer simulation of terrain for predicting radio coverage, and played a key part of the design of the Airphone system in the Western United States in 1982.

He founded Mountain Top Management in Colorado, and that company developed over 25 communications towers on sensitive public lands, and helped establish the industry of shared resources on towers, as well as constructing many TV, FM, microwave and cellular stations.

He founded Kiskeya Minerals, which operates a quarry in Haiti and produces specialty minerals products in Miami.

He acted as a planning and logistics consultant for Lafarge when the first limestone quarry was established in Haiti at Môle. He has also done design and feasibility studies for several marina development companies, including Island Global Yachting and Caribbean Marine Management, and has been working in the Caribbean for 14 years. He is a U.S. citizen.

JOAQUIN QUINONERO ROBLES

(MBA / M.Sc. in Land Planning and Environment / Agronomical Eng.)

Mr. Quinonero has more than 35 years experience in international consulting services, business development and technical and financial direction of Regional and Urban Master Plans in more than 12 countries, mainly in Eastern Europe, North and West Africa and Central America and the Caribbean Region. His experience in Haiti is extensive as he is currently managing drinking water works projects in Ouanaminthe and Jacmel for the DINEPA and the MTPTC, the agencies of the Haitian Government in charge of water works.

He holds a Master in Business Administration from the Polytechnic University of Barcelona, a Master of Sciences in

Land Planning and Environment and an engineering degree in Agronomy, both received from Polytechnic University of Valence.

He is currently the Managing Director for the Caribbean region for INCATEMA and CEO of several consortiums operating in the Dominican Republic and Haiti. He has also served for more than 20 years as Managing Director of two major consulting firms in Spain (Ambito Consulting and INYPSA).

He is fluent in Spanish, French and English with more than 25 years of international professional experience living overseas.

Major experience in fields related to land, regional and urban planning:

- Ozama's Sewerage Plant and Santo Domingo Central Market (Consortium's CEO), more than 150 MUSD investment project
- Rio de Janeiro, Brazil, Real State Development project Director for Ambito consulting (total investment more than 300 MUSD)
- Albania, Bosnia and Herzegovina: Tourism and Economical Master Plans Director for local governments
- National Land Master Plan of Nicaragua and Regional Development Master Plan of Boaco Province Director (2002-2003)
- National Land Master Plan of Honduras and Regional Development Master Plan of Olancho's Department Director (2001-2002)
- Reengineering Master Plans of the IPAT Director, National Tourism Authority of Panama (2003)
- Cidade Velha Sustainable Master Plan Director (2001-2004), including development of agriculture, tourism and cultural projects
- San Andres Valley Master Plan in Salvador, Central America, Director (1998-2000) including implementation and institutional empowerment
- Moroccan Mediterranean Region Action Master Plan Director from 1994-1998, identifying investment needing of more than 60 billion €. The Master Plan is still being implemented by the North and Oriental regional development agencies.
- Tangiers, Tetuan and Xauen Urban Master Plans Director from 1993-1995
- Tensift, North West and South regions of Morocco Regional Master Plans from 1990-1994

He is a Spanish citizen.

ANTONIO SERRANO RODRIGUEZ

(PhD in Land Planning and Environment / PhD in Economics / Civil Engineer)

Mr. Serrano has more than 40 years as a professor at the university level, as international consultant and as manager of Regional and Urban Development projects (Environment, Transport, Sustainability and Strategic Economic Activities) in more than 35 countries, mainly in Western and Eastern Europe, North Africa and South and Central America and the Caribbean Region.

He has a PhD in Civil Engineering (1978), a Master of Sciences in Land Planning and Environment (1978), a BS in Economics (1976) and a BS in Civil Engineering (1975) all received from Polytechnic University of Valencia or Madrid. He is a former Spanish Government General Secretary for Territory and Biodiversity, has served during the last 20 years as General Director of Territorial Politics and Urban Development and as Vice-Director of the Land Tenure registration Office. He has been a professor since 1980 at the Polytechnic University of Valencia. Currently is a Chair Professor of Urban Planning. He is the founder and current president of the Inter-professional Association of Land Management in Spain and has been directing post degree studies in this sector since 1978.

He is fluent in Spanish, French and English.

Major experience in fields related to land, regional and urban planning includes directing, coordinating and working in more than 50 projects in Spain and abroad (Morocco, Nicaragua, Honduras, El Salvador, Dominican Republic etc.). New technologies (satellite images, GIS, Database, remote detection) are used in these projects.

Antonio Serrano is one of top scientists in Spain in Land Planning, Environment and Natural Resources management, having authored more than 25 technical books and more than 100 scientific articles on the subject. He has edited the LM and Planning magazine of Spain for the last 25 years. His interest has focused on Biodiversity, Climate Change and Ecological footprint and Sustainable Urban development.

As well as President of FUNDICOT, he is Member of the Spanish Urban Planning Committee for Urban development in the 21st Century and a member of the Urban Planning Commission of the Spanish Civil Engineers Board.

He is the Former vice-president (2004-2008) of UNESCOs Bureau for Man and Biosphere (MaB) Program, the former President of Spanish MaB Committee, the Spanish Natural Parks Board, the Biodiversity Board, the Natural Parks Foundation and the Natural Parks Scientific Committee. He has also been vice-president of the Spanish National Water Council, the Spanish Environment Assessment Council, the Public Works Center for Studies and Experimentation (CEDEX), a member of ADIF (the Spanish Gov. body for Infrastructures) and Acuaebro (the Spanish Gov. body for water management), a member of the Board of the Spanish Interdepartmental Commission for Tourism. He is a Spanish citizen.

JOSE LUIS NUNEZ DEL RIO

(MBA / MSc in Land Planning and Environment / BS Architect and Urban planner)

Mr. Nunez del Rio has more than 20 years experience in international consulting services, business development, technical and financial management of regional and urban master plans in 8 countries, mainly in North and West Africa and Central America.

He has previous experience in Haiti, currently monitoring drinking water works project in Ouanaminthe and Jacmel for the DINEPA and MTPTC, the two government bodies in charge of water works in Haiti.

He holds a Master's degree in Business Administration received from the Polytechnic University of Barcelona, a M.Sc. in Land Planning and Environment from the Polytechnic University of Valencia and a BS in Architecture / Urban

Planning from the Polytechnic University of Madrid. He has worked for more than 15 years in major consulting firms in Spain as senior project manager. He is the former CEO of Tangiers City Center SA.

He is fluent in Spanish, Portuguese, French and English and holds 18 years of international professional experience living overseas.

Major experience in fields related to land, regional and urban planning:

- Guanacaste Region Master Plan and 11 Urban Local Master Plans in Costa Rica (2009-2010)
- San Miguel Region Master Plan in El Salvador, Central America (2009), including 9 Urban Master Plans
- Tangiers City Center Hotel, Shopping, Real Estate and Business Complex. CEO of the three owners companies. Final investment: 160 M€ (2006-2009). Two hotels (1.000 beds), Shopping Center (35.000 sq. m), Business Center (10.000 sq. m) and 800 apartments were built
- Tangiers Social Housing Program studies and works, financed by European Union (2003-2006)
- Timbuktu's Ancient City Revitalization Master Plan, Republic of Mali (2004-2005)
- Langue de Barbarie's Development and Land Master Plan, in Senegal (2003-2004)
- Cidade Velha's Sustainable Master Plan (2003-2004), Field Director, including development of agriculture, tourism and cultural projects
- Cidade Velha's Historical, Touristic and Agricultural Development Program Field Director (2001-2003)
- North Moroccan Region Development Agency Technical Assistance (2000-2001)
- Real Estate projects for FADESA INVESTMENT GROUP
- San Andres Valley Master Plan in Salvador, Central America (1998-2000), preliminary studies
- Moroccan Mediterranean Region Action Master Plan (1994-1998), Urban and Land Planner. The Master Plan is still been implemented by the North and Oriental regional development agencies
- Tangiers, Tetuan and Xauen Urban Master Plans (1993-1995)
- Real Estate projects for AUGÉ REAL ESTATE GROUP

He is a Spanish citizen.

SILVIO MARTINEZ VICENTE

(PhD in Economics / PhD in Agronomical Engineering / BSc Sociology)

Mr. Martinez has 40 years of professional experience, mainly in Economic Assessment and Strategic Planning, applying simulation and computing macroeconomic models, research and teaching in several Spanish Universities (Madrid, Murcia, Valence, Basque Country, UNED). He has authored more than 10 technical books and more than 30 scientific articles published in scientific bulletins always related to computing models, simulation and applications of mathematical models to Land, Regional and Urban Planning, Monitoring and Surveying. Mr. Martinez has worked with the CSIC, Spain's top research center, since 1987 as well as several regional governments' research centers.

He has an extensive professional experience mainly in Western Europe and South America.

He holds a PhD in Economics and a BSc in Sociology both from the Complutense University of Madrid and a PhD in Agronomical Engineering from the Polytechnic University of Madrid.

He is currently the Chair Professor of CSIC in Madrid and has developed a professional career as a consultant during

the last 25 years in Spain. He has also taught at several universities in Masters and post degree studies in Spain and South America.

He is fluent in Spanish, French and English. His experience also includes:

- Macro economical strategic Master Plan for the Basque Country EUS 21, for the Regional Basque Government (2009)
- Macro economical strategic Master Plan for Andalusia, for the Regional Andalusia Government (2008-2010)
- Sustainable management of tourism sector for Tecnotur Fondation (2008)
- Macro economical strategic Master Plan for Andalusia, for the Regional Andalusia Government (2005-2007)
- Macro economical strategic Master Plan for Navarra, for the Regional Navarra Government (2003-2004)
- Macro economical strategic Master Plan for Galicia, for the Regional Galician Government (2003)
- Macro economical strategic Master Plan for Galicia, PREGAL model, for the Regional Galician Government (2000-2002)
- Monitoring and surveying Spanish desertification alert model DESPAS, for the CSIC / CICYT (1997-1999)
- Spanish National Telefonica Company, Analytical Quantitative Methods Department Director (1990-1998)
- Regional Development Institute of Murcia, CEO (1980-1983)

He is also a specialist in the development of software specific applications for regional and territorial development models and simulation, and several customized applications in other areas (agriculture production, social services, consumers behavior analysis etc.). He is a Spanish citizen.

DOMINGO GOMEZ OREA

(PhD in Land Planning and Environmental Management / BS Agronomical Eng.)

Mr. Gomez has more than 40 years of professional experience, mainly as university professor in the Rural and Environment Planning department at the Polytechnic University of Madrid. He has authored 15 technical books and more than 50 scientific articles published in scientific bulletins always related to Land Planning, Environment and Natural Resources management. Mr. Gomez is one of top scientists in Spain in this sector. His books have been a reference for more than 25 years in university related studies.

He has extensive professional experience in more than 12 countries, mainly in Western Europe, South and Central America and the Caribbean region.

He holds a PhD D in Land Planning and Environmental Management and a BS in Agronomical Engineering, both from the Polytechnic University of Madrid.

He is currently a professor at the Polytechnic University of Madrid, and has also developed a professional career as consultant for more than 20 years including as Managing Director of MELISSA, a Spanish consulting firm, and has collaborated with other major consulting firms, (EPTISA, INITEC, TYPSA, INYPSA). He also teaches at several universities in post degree studies in Spain and South America.

He is fluent in Spanish, French and English. Some of his major projects in fields related to land, regional and urban

planning and environment assessment include:

- Environment Impact Assessment in more than 20 infrastructure related projects (airport, energy production, harbors, roads, transport Master Plans)
- Environment Impact Assessment in Urban Master Plans like Santander Urban Master Plan, Segovia Urban Plan, Rascafría, Alpedrete, Mostoles and Puertollano cities
- Local Urban Plans, San Miguel Region Master Plan in El Salvador, Central America (2009), including 9 Urban Master Plans
- Henares Corridor Master Plan of Madrid Autonomous region (2004-2005)
- Cancun's Riviera (Mexico) infrastructures regeneration Project and Environment Impact Assessment (2004)
- Ibiza and Formentera Islands Territorial Master Plan (2000-2001)
- National Land Master Plan of Nicaragua and Regional Development Master Plan of Boaco Province (2002-2003)
- National Land Master Plan of Honduras and Regional Development Master Plan of Olancho's Department (2001-2002)
- San Andres Valley Master Plan in Salvador, Central America, (1998-2000)
- Cuenca del Cauca Master Plan in Colombia. Land Planning Assessment (1997-1998)
- South Province of Cordoba Master Plan in Argentina. Land Planning Assessment (1997-1998)

He is a Spanish citizen.

PORT & MARITIME SECTORS AND SHIP RECYCLING

FEDERICO BARRERAS

Mr. Barreras is a naval engineer from the Universidad Politecnica de MADRID where he also pursued graduate studies. He has wide and deep experience in the general management of shipyards and of shipping companies. In addition, he has occupied position in key ports, including that of Bremerhaven and in the shipyard of Hapag Lloyd, focusing also on the repair and transformation of large ships. He is a member of the Board of a container terminal in Las Palmas (Canary Islands) and of the Board of SISTIMATA.

He has been General Manager of several shipping companies and has had extensive experience in consulting on different naval activities, including port strategies, port master plans and related financials. He is a Spanish citizen.

ISAAC BENITO ROMAN

Mr. Benito Roman is a naval engineer from the Universidad Politecnica de Madrid with broad experience in the general management of shipbuilding, maintenance and repairs. He is a Board member of SISTIMATA.

He has occupied management positions in several Spanish shipyards such as those of Freire and Armon. For years, he was responsible for the construction of many merchant ships in Astilleros Freire where he was ship manager and in charge of the entire construction process, coordinating and organizing the construction of each ship under his control. In Astilleros Armon, one of the most important shipyards in Spain, he was production manager. Apart from his shipbuilding capabilities he has had extensive experience in the management of the repair and maintenance of large fleets of merchant ships, such as those of, Guardia Civil, Navicon, S.A., Transcontinental, Maritima Comunitaria, Transal S.A., as well as supervising the building of new merchant ships and patrol boats and serving as an expert consultant for many ship owners. He has also served as expert consultant for several ship owners in the building of large ships and patrol boats and has led over 50 consultancy studies mostly related to naval and marine activities. He is a Spanish citizen.

JAVIER MINAMBRES PUIG

Mr. Minambres holds a degree in Physics from the Universidad Complutense de Madrid.

He is the CEO of SISTIMATA, and a well-known expert in Project Management, with broad experience as senior manager and project manager at the Entel Group, a Spanish IT company. For 11 years he has been an adjunct professor at the Telecommunications Engineering School, specializing in defense, simulation and 3D Image generators. He is a Spanish citizen.

DAVID GARCIA

Mr. Garcia holds a degree in Naval and Marine Engineering from the Universidad de A Corus.

He has been involved for over 36 years in shipyard activities, both in the two largest Spanish shipyards Astano and Izar. His experience has covered every facet of those activities, including engineering, production management as well as project management. He has led the construction of many iconic vessels, including those involved in ultra-deep-water drilling and petrochemical plants, industrial processing facilities and large modular buildings.

Since 2002 alone, he has participated as a consultant in more than 60 consultancy studies, including the following:

- Support for the diagnosis and the strategic development of the cluster of second-generation shipbuilding industry in Montevideo, Uruguay; conceptual design of the Naval Industrial Pole in Uruguay and the Feasibility Study of the Ship Repair Center for the Naval Industrial Pole of Uruguay
- Report on the business opportunities for the shipbuilding industry in the Port of Suape, Brazil

He is a very active educator and teaches at the Machinery and Marine Systems Training School and at the Izar / Astano Fene Shipyard. He is the author of several related publications such as “Analysis of Strategies for Offshore Construction” and “Design and Construction of a Floating Dock for the Manufacture of Large Reinforced Concrete Structures,” published by the Naval Engineering Magazine, one of the most prestigious Spanish technical magazines. He is a Spanish citizen.

MARIUS VAN DER STOEL

Mr. van der Stoel is the Managing Director of Greendock License Pte. Ltd., Singapore, and co-founder and director of Greendock BV, a pioneer in sustainable ship recycling. He has had a long career in several companies focusing on the maritime sector.

He holds a degree in Economics from the School of Economics in Groningen (NL). He is a Dutch citizen.

DOEBREN MULDER

(See Board listing above)

HAITHAM EL DIENABI

Haitham el Dienabi specializes in international trading, business development, international consultancy, advisory and relationship management. He is currently the Chairman and CEO of Top of Holland International, which facilitates and brings companies, products and services together in national and international markets in the field of oil and petrochemicals, construction and rebuilding, energy, water and infrastructure. He is specifically responsible for the Middle East region including Iraq, Kuwait, Saudi Arabia, Libya, Lebanon, Iran and Syria. Past projects include a crude oil refinery in Iraq, water purification systems and sustainable and protected horticulture technology.

He holds degrees from the International Business School and Laboratory Education. He is a Dutch citizen.

NIKOLAAS VOS

Nikolaas (Nico) Vos has 25 years of experience as an entrepreneur and investor in business administration, specializing in processing and supply for international companies. He has extensive experience in corporate development, restructuring, corporate finance and investment management and has launched, owned and managed several highly successful businesses. He is currently the COO of Top of Holland International, which facilitates and brings companies, products and services together in national and international markets in the field of energy, water, trade, construction and infrastructure. Top of Holland currently operates in Europe, US, South America, Central America, Middle East and Africa and is in the process to expand to Asia, specifically to China, Singapore and Kazakhstan. Previously, he was the co-founder and COO of Ecodock, conducting feasibility studies, securing financing and erecting facilities for the environmentally friendly dismantling of ships.

Nico holds an MBA as well as degrees in Financial Management, Business Economics, Higher Administrative Financial Management and Personnel & Organization. He is a Dutch citizen.

JEFF D BOYD

Mr. Boyd's background spans over thirty plus years of experience in the Marine Trades Industry. During this time he has been actively involved in all facets of the business from his initial days as a Dockhand to being one of the founders and later Executive Vice President of Worldwide Operations for Island Global Yachting. His scope of work and experience has been extensive. Most rewarding however has and continues to be my present position as owner and CEO of a boutique Consulting and Management Company, MMC.NV and Anaconda Holdings. This entrepreneurial endeavor has afforded him the opportunity to work directly with ownerships to oversee the complete development life cycle, operations and marketing of new marina facilities.

During his career he has provided consulting and management services for the design, development, construction and administration of marina facilities. In addition he has overseen the daily operations for marinas, yacht clubs and shipyards worldwide, the bulk of which were located in the Caribbean. He has been an invited guest speaker at several industry trade shows on the topics of Customer Service and Marina Management and Development, speaking to a variety of audiences at Super Yacht Symposiums. He has also provided services as a Consultant with various Caribbean Governments on a continual basis. He just completed serving his seventh term as the President of the St. Maarten Marine Trades Association. Founded in 1994, this association is the voice of St. Maarten's Marine Trade industry. The SMMTA works in conjunction with other industry groups and all levels of government, promoting responsible marine business practices and has helped to elevate St Maarten to today's status as the "Mega Yacht Capital of the Caribbean".

Previous Consulting & Management Projects:

- Harbor Holdings / SLAC - MMC N.V served as Maritime Consultant to the St. Maarten Government's "Harbor Holdings Company" and the Simpson Bay Lagoon Authority Corporation. Changes in the Political backdrop of St Maarten led to the transfer of Simpson Bay Lagoon Authority (SLAC) to the Harbor Holdings Group of Companies. The Harbor Holdings Group of Companies was charged with the responsibility to optimize the maritime business in St Maarten and to review all laws, regulations and operational procedures. The consulting arrangement included writing a 10

year business plan for enhancement of the marine product of St. Maarten. In addition MMC N.V. was responsible to help finalize the design and construction of the first Ultra Dock in the Caribbean which was designed exclusively for yachts up to 600 feet in length.

- Portofino Marina is a small boutique marina facility located on Simpson Bay in St. Maarten, and it is surrounded by beautiful views of the Simpson Bay Lagoon. CMMC N.V. earlier designed and constructed the facility to accommodate smaller fishing boats primarily on boat lifts. However, MMC N.V. has redesigned and supervised the construction of 6 new Mega yacht slips at the facility. This renovation project included all design, planning, contractor negotiations and construction oversight and was completed on scheduled time.

TRANSSHIPMENT

RUTGER VAN SLOBBE

Mr. van Slobbe is one of the world's main experts in the development and operation of transshipment ports. Since 2005, he has been the Chairman of the Supervisory Board of the Port of Rotterdam NV, the largest in the world. The Port of Rotterdam Authority is manager, operator and developer of Rotterdam's port and industrial area. It is a public limited company (NV) with two shareholders: the Municipality of Rotterdam and the Dutch State. It operates in two domains: shipping and the port area, including:

- the development, construction, management and operation of the port and industrial area in Rotterdam
- promoting the effective, safe and efficient handling of shipping in the port of Rotterdam and the offshore approaches to the port

All of which are key objectives of the Transshipment Container Port, one of the main elements of the Project.

The Port Authority of Rotterdam lets out - on long-term leases - port sites to businesses, particularly to storage firms, cargo terminals and the chemical and petrochemical industry, including energy producers. The main sources of income are rents and harbor dues. The Port of Rotterdam Authority invests in the development of new port sites, particularly Maasvlakte 2, in public infrastructure such as roads in the port area, and in customer-specific infrastructure such as quay walls and jetties. In order to handle shipping as effectively as possible, it invests heavily in traffic management systems, traffic control centers and patrol vessels.

Mr. van Slobbe is also a partner of Oxalis, a Board member of Dockwise Ltd and the Vice Chairman of the Supervisory Board of STC. He has been Executive Director of Royal P&O Nedlloyd NV and a member of its Supervisory Board. He has had various postings in the Americas and Asia in addition to his Europe-based positions. He is a Dutch citizen.

HANS MEEUWSEN

Mr. Meeuwsen is the CEO of Dutch Terminal Management B.V.

His experience in the transshipment sector has covered every aspect of design, construction, development and operation. He has been:

- Responsible for project development (tendering and (re-) negotiating concession agreements), project management and evaluation of container terminals and other port facilities
- Consultant for Port Authorities / Investors / Private Equity Funds / Banks with respect to Port and Terminal Development
- Involved in projects in Kuwait, Jordan, Iraq, Egypt, Belize, The Netherlands and U.S. (February 2009- February 2012), as COO for Damietta International Port Company
- Responsible for the construction of a new container terminal in Egypt. Investment budget for the full project is approximately USD \$1.1 billion.
- Responsible for the creating a new container terminal organization with close to 500 employees

- Project is suspended due to political situation in Egypt. February 2011 – September 2011 Manager Project Development Port of Rotterdam B.V.
- Responsible for project development of port facilities in the port of Rotterdam
- CEO of MPC Terminals B.V.
- Responsible for the purchase and development of port facilities for MPC Capital AG
- Responsible for the assets under management by the company. April 2001- February 2007 Managing Director Euromax.
- Responsible for the negotiating concession agreements with port authority and subsequent construction of a new container terminal on the “Maasvlakte.” The investment budget for the full project was approximately € 500 million.
- Responsible for creating a new container terminal organization with close to 500 employees and approximately € 250 million in revenue. Director Region West Van Gend en Loos Euro Express Benelux.
- Member of Executive committee of Van Gend en Loos Euro Express Benelux
- Responsible for the design of a new procurement organization for several European warehouse, transport and distribution companies
- Responsible for the Nedlloyd Lines activities in West Africa
- Responsible for the design and implementation of a new procurement organization within the container logistics division
- Manager of the central procurement department and Manager Financial Planning & Control of Nedlloyd Lines Liner Network
- Responsible for the management reporting and business analysis of the Container Slot Management division of Nedlloyd Lines (cost budget FL 1300 million)
- Member of the CSM management team and manager of the Control department and Sector controller at Nedlloyd Lines Liner Network
- Responsible for the financial planning, budgeting, management reporting and business analysis and for Asset Management, Fleet management and Network operations for Nedlloyd Lines Liner Network

Mr. Meeuwssen holds a degree in Business Administration and a degree in Macro Economics from, Erasmus University in Rotterdam.

He is fluent in Dutch English German and French and is a Dutch citizen.

MINING & CEMENT PRODUCTION

KEN POSTLE

Mr. Postle is the President of Cement Process Consulting (CPC) and one of the world's top experts in the development, implementation and operation of cement manufacturing projects. He brings more than 30 years of world wide experience in the cement manufacturing industry combined with a rich experience in preparing tender documents, contracts, project management, commissioning, start-ups, training and operations. He has worked in more than 35 different countries with all of the major players in the cement industry in more than 130 projects. Having performed many independent analyses of cement manufacturing projects and problems, he and his company have extensive knowledge of cement kiln process theory.

He has worked with government agencies, the United Nations, equipment manufacturers, cement manufacturers (including all the majors) and cement consultants. He has also performed feasibility studies and commissioned more than 20 new cement plants (two of them in the Dominican Republic), ranging from 800 to 5000 tpd (tons per day). He has also managed both cement plant maintenance and production departments for a large multi-national corporation. Having worked widely in the developing world he understands the problems associated with projects in these regions. Those skills will be key in Haiti. He also has the proven ability to organize and run training courses in the theory and practice of cement plant operation, all useful skills as we replace over time our expatriates by local employees.

He has a working knowledge of Spanish and has conducted training courses in several Latin American countries, which would help facilitate his working with the largely Spanish operational executives which will be involved in implementing and overseeing the Cement element of the Haiti Invest's Project, especially during the first few years of operation.

Mr. Postle holds a Degree with honors in Mechanical Engineering from Salford University in England. He is a British citizen.

SANTIAGO REY

Mr. Rey has been the Director General of Cementos Elite, S.L., a cement manufacturer located in Puerto Castellon, Spain, a cement plant which he designed and the construction of which he oversaw.

Prior to that, he founded and directed an engineering company, Cement Development S.L. which focuses on the design, development, implementation and operation of cement plants, cement grinding mills, silos construction and concrete plants, all experiences which will serve him well in his new assignment as operational head of the Cement project. He is also a partner in Absolutecement S.L, which is also focused on projects for the construction of cement plants and on port construction in West Africa.

From 2000 to 2006, he was the General Manager of Cementos La Cruz, S.L., another cement plant. In that capacity,

he oversaw the design, development, implementation and operation of the plant, together with the training of its work force, its management and control processes, its procurement and sales activities and quality control at all levels. Prior to that assignment, he was Director Regional of ONYX of the Vivendi Group, focusing on the construction and operation of landfills, including the collection of urban waste. He was also the Head of the Environmental Department at SAINCO of the Abengoa Group where he created, implemented and managed environmental control projects for industrial plants for Repsol, Renfe etc. focusing on the control of air pollutants and the use of integrated control systems to that effect.

He holds an MBA for the Universidad Pontificia Comillas (ICADE) and a degree in physics from the Universidad Complutense de Madrid. He is a Spanish citizen.

CARLOS DE LEON

Mr. de Leon has 21 years of experience in the mining and cement industries, including 10 years in Haiti as the General Manager and Operations Director of Cimenterie Nationale d'Haiti, which, as the result of his management, the Government of Haiti awarded Cimenterie Nationale the "Model Company of Haiti" prize in May, 2009. He also held positions such as the Mines and Metallurgy Engineer of the National University of Colombia, Production Manager for Argos Group's coal mines in Colombia, and Technical Director of Ciments de Guinée (Holcim Cement Grinding Plant) in Guinea Conakry. He has been responsible for production volumes, legal compliance, risk assessment and mitigation, operating costs, quality standards, employee safety, optimization, increased mill performance, increased revenue, stakeholder transparency and reporting, and more.

Mr. de Leon holds an engineering degree in Mining and Metallurgy from the Universidad Nacional de Colombia and a specialization as an Expert Engineer in Mining Safety and Environment from the Ecole des Mines d'Alès in France. He is a Colombian citizen.

JEAN WILLIAM COLAS

Mr. Colas is Haiti's best-known geologist. He has 29 twenty years in mining exploration projects, including with Canadian mining companies such as the mining group Ariel, Exploration Sphinx, Exploration Minaki, Mirandor, Brex Exploration and Exploration Geonova in the mining district of Val der, Rouyn Noranda, Miquelon, Amos, Lebel-sur-Quevillon, Mattagami and Kirkand Lake areas. He also worked as a geologist for specific projects in the areas of Val der and Rouyn-Noranda for the Canadian Ministry of Natural Resources and participated in the management of the Canadian Gov. Program for Financial Assistance for Mining Exploration as geologist manager from 1989 to 1994 in Gaspésie and Lower St-Laurence (Quebec).

He has been the administrator, regional director and member of the Mineral Policy Agency (CPM) for the Professional Association of Geologists and Geophysicists of Quebec (APGGQ). He was also the Exploration Regional Director for Pangea Goldfields in Haiti and the Director for exploration operations and the leading negotiator in Haiti for Mazarin Mining Corporation.

Mr. Colas has advised many Haitian companies involved in the mining sector, including Matraco, Sofanex and CINA. He is a Canadian citizen.

LUIS MONPREVIL

Mr. Monprevil is a Haitian native and one of the best mining engineers in Spain, focusing particularly in the cement sector. He has extensive experience in developing countries, especially in Africa (such as Senegal) where he has developed several mining operations. He holds a degree in civil and mining engineering from the Polytechnic University in Madrid.

SOCIAL PROGRAM

MICHELE DUVIVIER PIERRE-LOUIS

(Please see Board listing above)

GWYNNE BEATTY

Ms. Beatty has been involved in Haiti since 2004. Previous to her participation in the Project, she was the Director of Corporate Social Responsibility for Trilogy, the multinational telecommunication company and parent of Voila, its affiliate in Haiti. At Trilogy she handled business development activities such as national and international strategic communications, development and alliances, public/private partnerships, platform development, project management, branding, marketing and viral marketing, image shaping, message development, project creation and more for Voila, Viva (Dominican Republic) and Viva (Bolivia). She led and executed the projects that resulted in Trilogy and Voila being the winner of the US State Dept 2009 ACE Award given by then-Secretary of State Hillary Clinton for exemplary corporate social responsibility work to US-owned companies' for their CSR initiatives.

She is currently a partner in Haiti Staffing & Business Development, a human resources and business services company servicing local and international companies and NGOs in Haiti. She also provides strategy and business development services to entities doing business, and looking to do business, in Haiti. Previous work in Haiti included raising over \$1 million a year and managing projects for a foundation.

Ms. Beatty holds a B.A. from Boston College and a J.D. from Washington University School of Law in St. Louis, Missouri. She attended the Hague Academy of International Law for public international law and West London Institute. She is a U.S. citizen.

MAURICIO CALDERON

Mr. Calderon is currently is a member of a group of experts involved in international programs and projects that seek wide social impact and are implemented through public/private/community alliances. His tasks include participatory identification & formulation and international finance structuring. These projects aim to enable sustainable livelihoods and to ensure that beneficiaries are supported by community environments in which they find all services essential for a life with dignity. Aside from his activities in support of the Haiti Invest Project, he is currently leading the team that is promoting the EGBI initiative (for the Spanish acronym of Comprehensive Well-Being Generating Environments), which offers an integrated framework that enables a real opportunity for Internally Displaced Persons to reconstruct their life. These Sustainable Healthy Settlement Programs/Projects are also applicable for communities of employees and their families in local settings where large-scale oil/gas/mining operations are being conducted in Colombia.

Mr. Calderon also works in the design and application of indicator systems for the measurement of impact on health and comprehensive well being of communities for whom such programs are provided, as well as for evaluation of

diverse development and humanitarian action initiatives.

He has a Doctorate in Medicine and Surgery from the National University of Colombia, and is a Specialist in Vascular Medicine from the Miami Heart Institute. He holds an International Masters Degree in Humanitarian Medicine from Universidad Complutense in Madrid, Spain. He has diplomas in Healthcare for Conflict Affected and Displaced Populations, from the London School of Hygiene and Tropical Medicine, and as Health Cluster Coordinator for global response to large-scale emergencies, with the Office of Health Action in Crisis of the World Health Organization in Geneva. Specialty studies in: Health System Quality Management in LTI University in California; Health System Resource Utilization Management with ABQAURP; and Health System Risk Management with the Florida Risk Management Institute and the State of Florida.

He has a BA in Business Management from Staffordshire University in the UK and Specialty Studies in Business Management as well as in Marketing and Public Relations from CSEA and ESERP Business School and the International Institute of Public Relations, Management and Business in Madrid, Spain.

In the US, he was university professor and researcher, as well as Director of Hospital Department in an academic institution. In Colombia, management consultant for public and private organizations in the health and social security sector, and member of the consulting team for reform of the Operational Model of the Health Ministry. He was Director General of Health System and Services Development in the Colombian Health Ministry, being directly responsible for continuity of Health Sector Reform, as well as for sectorial Policy/Norm development, Budgeting and Expenditure Allocation and Fund Disbursement for the country's Public Hospital Network and for the National Health Response System to Emergencies and Disasters. Extensive experience in the support of public policy preparation, social validation and parliamentary debate and approval processes, followed by normalization and implementation of said policies.

In Spain, he was Director of Consulting and Multilateral Business, and International Advisor for the identification, formulation and implementation of projects financed/managed by multilateral/bilateral organizations and private and state institutions. Consultant and Leader in multi-disciplinary teams for Health System and Policy Development and Institutional Capacity Building, both in the field of Development Cooperation as well as in Humanitarian Action for Health, in various countries of America, Africa and Eastern Europe. He was a member of the team that designed and promoted the EGS (Entorno Generador de Salud - Health Promoting Sustainable Environment) program for local inter sectorial action to improve the health status of vulnerable communities in post-conflict and post-complex emergency countries. He has served as a consultant for the World Health Organization and for the Humanitarian Aid Office of the Spanish Cooperation Agency (AECID).

In addition, he currently works as a consultant for analysis and development of public policy for the Colombian Health System, and for Health Service Delivery Strengthening projects, in the area of specialized tertiary care, as well as in primary care with emphasis on resolution capacity improvement and integrated care networks.

He is a founding member of the Spanish Society of Humanitarian Medicine, SEMHU. He is a Colombian citizen.

FINANCE

STEPHEN J. DUNCAN

Mr. Duncan is the Executive Chairman & CEO of SIL Global. Following a distinguished career in the Royal Australian Navy, Mr. Duncan entered Merchant Banking and Corporate Finance in 1982. He has held many senior positions in major International Merchant Banks in both Australia and Asia and has extensive experience in bringing companies to a share market listing in Australia, Singapore, Hong Kong and Kuala Lumpur. Since 1992 Stephen has been consulting for Lyden Holdings Ltd - Hong Kong (Funds Managers and Merchant Bankers) to assist with evaluating international transactions, mergers and acquisitions, IPO's, Capital and Debt raising.

In 1992, he founded the Super-shuttle ferry project and commissioned one of the most comprehensive EIS's in maritime history. In 2001 Mr. Duncan was appointed consultant to UPB International Capital Limited Hong Kong, an alliance of United Pacific Bank USA. His role involves acting on an advisory panel and to assist with the preparation of Offer Information Statements, Information Memorandums, and Prospectuses for IPOs for the Hong Kong Main and GEM boards.

In 2002, Mr. Duncan headed a syndicate and purchased Securities International Limited, assembling a team of International Investment Bankers. Mr. Duncan's team successfully structured SIL's own 20 Billion USD Medium Term Note (MTN) Program.

Mr. Duncan specializes in Asian and Middle Eastern capital markets and has established a strong presence and network in the regions. He is an Australian citizen.

PHILIPPE SALÈS

Mr. Salès has a background in economics and finance. Currently a financial analyst for a consulting firm based in Paris, he previously worked as a corporate finance analyst for an investment banking boutique in Milan, where he was involved in several private-equity financing deals worth over a cumulative 100 M€. Prior to that, he was an economist at a major Canadian bank.

Mr. Salès holds a BA from the University of Paris Dauphine and a MA from McGill University in Montreal, both in economics. He subsequently received a Masters in Corporate Finance from SDA Bocconi School of Management in Milan. He has been a CFA Charterholder since 2011. A native of Haiti, Mr. Salès is a French citizen.

GABRIEL SHUMBA

Mr. Shumba is the CEO of D&R Canadian Investments Group, a Canadian international transaction firm with interests in mining, commodity, infrastructure and energy sectors. He leads the team that implements projects in Latin America, the Caribbean, Europe and Southern Africa; he is an astute negotiator, financial and transaction structuring expert and business operations strategist.

He has 18 years of experience in structured finance, international project management, venture development, and financial accounting. He spent the first 12 years of his career employed by PriceWaterhouseCoopers, LLP as an engagement leader and by KPMG, LLP as a business advisor to fortune 500 companies and banking institutions. In the past 6 years, Mr. Shumba gained extensive experience as an international project manager, business strategist and entrepreneur. As business advisor, he served International Banks (such as Barclays Bank, Standard Chartered Bank, Citi Bank, Goldman Sachs, etc.), Fortune 500 companies (such as General Motors, Ford, Whirlpool, Exxon Mobil, Royal Dutch Shell, BAT etc.) and lead international projects (such as petroleum Buy/Sell transactions, commercial real estate, infrastructure development and technology venture development).

Mr. Shumba is an inspirational leader who speaks on various business, community and economic platforms on the subject of venture development. He volunteers on many levels and is passionate about personal development, poverty alleviation, environmental preservation and alternative energy explorations. He has lived in four different countries and is fluent in three languages.

HENK KOOL

Mr. Kool has 22 years of banking experience and 18 years in corporate finance and private equity. He was the CEO of Parnassus Participation Fund B.V, a private equity company, the Managing Director for Corporate Finance of TME Financial Services B.V., Manager Corporate Finance for Generale Bank Nederland.

He has authored several books on legal, fiscal and economic aspects of corporate takeovers, management buy-out and valuation of companies.

He holds a Masters degree in Law.

DANIEL J. FULLER

From 2008 through 2011, Mr. Fuller served as an independent advisor to investment firms, individual investors, technology companies, and nonprofit institutions, providing due diligence, business development, market and strategic analysis, and technical analysis in the renewables space. From 2005 through 2008, he worked as the Chief Operating Officer of RC Energy, LLC, managing this subsidiary private equity fund of Ranch Capital, LLC focused on low-cost energy and industrial efficiency technologies. Prior to joining RC Energy, Mr. Fuller served as an independent consultant conducting due diligence and advisory work on renewable fuels and technology transactions for institutional investors. Prior to consulting, Mr. Fuller worked in Morgan Stanley's investment banking division where he focused on both corporate finance and M&A advisory in technology, gaming, financial services, and healthcare sectors with a primary responsibility for financial modeling and business analysis.

Mr. Fuller received a Bachelor's Degree in Geosciences from Princeton University.

EVAN R. SMITH

Mr. Smith previously served as an advisor to technology companies, investment firms, governments, non-governmental organizations, and others, providing investment due diligence, business development, market and strategic analysis, and technical analysis in the renewables space. From 2008 to 2011, Mr. Smith was a co-founder and Partner at Verno Systems, an advanced biofuel advisory and management services company whose clients included Qatar Airways, Qatar Science and Technology Park, Delta Airlines, Boeing, and UOP. Verno Systems was engaged as the lead advisor and project manager of the Qatar Advanced Biofuel Platform. Before Verno, Evan advised Boeing in developing the company knowledgebase and strategy for aviation biofuels. Prior to his role at Boeing, Evan led next generation technology initiatives for Imperium Renewables, the operator of North America's largest biodiesel refinery. He served on the Steering Board of the Roundtable on Sustainable Biomaterials from 2009 to 2011.

Mr. Smith received a Bachelors Degree in Economics from Yale University.

MANUEL GARCIA Riestra

Mr. Garcia holds a degree in Economics, and Certified Public Accountant (CPA). He began his professional activity in 1977 in Arthur Andersen, where he was promoted as Manager in the audit division auditing some of the country's main industrial companies. In 1984 he joined Banco Herrero, where he created and developed the Corporate Banking Division as General Manager in this area. In 1992 he began his partnership with Socios Financieros with the task of identifying and initiating investment opportunities, while holding a seat in the Board of Directors of Banco Mapfre, on behalf of Banco Herrero. From 1995 to 1997 he acted as General Subdirector of Credito Italiano, Spanish branch. In 1997 joins La Estrella Seguros as General Subdirector responsible over Andalucia and Canarias, managing a team of well over 200 people. In 2000, he joined AON Gil y Carvajal, where he was in charge of several divisions including Financial Institutions and Credit, Political Risk, as well as creating and developing the Risk Consultancy Division. From 1982 to 2003, he held a seat on the Board of Directors of Industrial Quimica del Nalon, a carbochemical company with 250 employees and a turnover of more than €150M. In 2008 he joined DT Directores de Transicion as Director.

He is fluent in English, French, Italian and Spanish.

LAW & PUBLIC AFFAIRS

JEAN FREDERIC SALÈS

(See Board listing above)

R. RICHARD BONCY

(See Board listing above)

ALAIN DECOMBE

Mr. Decombe is the managing partner of the Paris office of Dechert LLP, a large US based global law firm. He has advised on numerous transactions involving the structuring, negotiation and documentation of share/asset deals. In addition to auditing and counseling expertise, he offers extensive and in-depth experience in the creation and dissolution of joint ventures, corporate reorganizations and international commercial transactions involving the coordination of legal teams from different jurisdictions.

Mr. Decombe advises on all types of corporate transactions, both in France and internationally. He is well known for his ability to structure and negotiate complex deals in a practical and business-oriented manner, and lead them to successful conclusions. Mr. Decombe regularly advises multinational corporations notably in the life sciences sector as well as in the food, industrial gases and highly engineered products industries.

He is listed as a leading lawyer for corporate/M&A and life sciences by Best Lawyers, Chambers Europe, The Legal 500 EMEA, PLC and Decideurs Strategie Finance Droit. In the area of Corporate/M&A, Mr. Decombe is, according to The Legal 500, praised by clients, while in Chambers he is recognized for his astute mind that does not allow clients to continue in the wrong direction. For life sciences, Chambers notes that he is widely experienced in the full range of corporate transactions, and has developed a leading reputation for advising multinational life sciences companies.

Mr. Decombe joined Dechert in 2005. He began his career with Linklaters & Paines before joining Archibald Andersen, where he became a partner in 1995. He was a partner in the Paris office of Coudert Brothers from 2003 to 2005, where he became co-managing partner in October 2004.

PATRICK DRIEBEEK

Mr. Driebeek started his career with the European Commission in Brussels, at the Directorate General for Competition (DG IV, nowadays DG Comp). Afterwards he joined the international US law firm Coudert Brothers, practicing at their Brussels, Paris and New York offices. While in New York, Mr. Driebeek obtained his LL.M at NYU Law School and successfully passed the New York Bar Exam. During that period, he was also a research assistant at the UN Institute

for Training and Research (UNITAR).

After his law firm practice, Mr. Driebeek has held various senior and General Counsel positions with major multinationals such as Honeywell Europe (based in Brussels), Medtronic Europe (Brussels and Lausanne), CarnaudMetalbox / Crown Europe (Paris) and Delta Lloyd (Amsterdam). He now has his own consulting business, based in The Hague and Amsterdam. With several other partners, he has recently set up a boutique firm, Vivaldi Partners, specializing in corporate finance and legal services.

Mr. Driebeek is a co-founder and Past President of the European Chapter of the American Corporate Counsel Association (ACCA), currently ACC-Europe.

Fluent in several languages, he has a vast experience in the international legal and business community. He obtained his law degree at the University of Leyden. He also holds a Masters degree (LL.M/MCJ) from the New York University School of Law.

ENGINEERING & CONSTRUCTION

In the development, engineering and construction of the Project, Haiti Invest is assisted mainly by Contratas Iglesias from Spain, its partner in the Project, by OHL, the world's largest construction company, by Royal Haskoning/DHV, the world's 3rd largest engineering company, by TYPESA, one of Spain's main engineering companies, by GreenDock, Arcadis, Wittleveen & Bos, Boskalis, BAM and Van Oord, the being all Dutch engineering consultants, and by Sistimata, the Spanish marine engineering company.

The key experts from Contratas Iglesias are:

IGNACIO M. PASCUAL

Mr. Pascual is the CEO of Contratas Iglesias, a Spanish engineering company specializing in the construction of ports and major infrastructures. Aside from the Project, he is presently involved in the enlargement of the Panama Canal. He holds an Engineering degree in Roads, Canals and Ports from the University of Santander. He has had a career of more than 23 years building ports and maritime infrastructures throughout the world.

ANA DIZY MENENDEZ

Mrs. Menendez has more than 23 years of professional experience in the building of ports and marine infrastructures. She has a PHD in Marine Sciences, a degree in Civil Engineering from the University of Madrid and from the School of Marine Sciences at the University of Cadiz. In addition she has had countless post-graduate courses on marine & ports engineering, breakwaters, dredging, road, geotechnics and planning. She has been the General Manager of Portia Ingenieria S.L.

She drafted the Good Practices Guidelines for the Implementation of Maritime Works (Guia de Buenas Practicas para la Ejecucion de Obras Maritimas) published by the Ports Authority of Spain (Puertos del Estado Espanol).

She has been involved in the construction of a large number of ports in Spain, including the new container port in the Port of Ibiza (Spain), of the extension of the container port of the Port of Malaga (Spain), of the Port of Cudillero (Spain), of the Port of Llanes (Spain), of the Port of Llanes (Spain), of the port of Candas (Spain), of the port of Figueras, (Spain), of the port of Gijon (Spain) of the extension of the Chiplona Marina in Cadiz, and of the new fishing port of Tangiers, of the port of Tarifa, of the port of Algeciras.

RAFAEL MEV

Mr. Mev has 39 years of professional experience in the Marine Infrastructure construction sector. He began his career as a Civil Engineer in Dragados y Construcciones, S.A., one of the largest global construction companies where he became the Head of the Marine Works and Structures Departments in PEYMA (Dragados y Construcciones), DRACE

and INTECSA-INARSA, S.A. and also the manager of DRAGADOS Y CONSTRUCCIONES in Venezuela (1992-1995) and the Balearic Islands (1995-1997).

He was also the President of PORTIA INGENIERIA, S.L., a company involved in the construction of marine infrastructures.

As Head of the Department of Marine Works and Structures at Dragados, he was responsible for the following projects, among others:

- Fishing quay in the Port of La Coruna, built with caissons. La Coruna, Spain
- Guixar quay in the Port of Vigo (Spain), built with caissons
- Extension of vertical breakwaters in the Port of Algeciras (Spain)
- Quay in the Port of Melilla (Spain) built on submerged concrete and caissons
- Extension of the Port of Tazacorte in the island of La Palma (Spain) built with caissons
- Dredging of the Port of Santander, Spain
- Underwater gas pipe in the Port of Barcelona (Spain), under breakwaters, Barcelona, Spain
- External port in Ferrol (Spain)
- Vertical breakwaters in the Port of Motril. Granada (Spain)
- Dock in the Port of Malaga (Spain)

In his other positions, Mr. Mev has handled the following projects, all related to marine infrastructures in Spain:

- Supervision of the remodeling of a submarine outlet in Navia (Asturias)
- Technical Assistance to the construction of a submarine outlet in San Pedro del Pinatar, Murcia
- Nuclear waste storage in Central Trillo
- Quay in the port of Villagarcia de Arosa, Las Palmas.
- Leon and Castillo quay in the port of Tenerife
- South Breakwaters in the Port of Barcelona
- Fishing quay at the Port of A Coruna Guixar quay at the Port of Vi go
- Breakwater at the Port of Algeciras Quay at the Port of Melilia
- Dredging at the Port of Santander
- Nuclear waste storage in Central Trillo
- Breakwaters at the port of Malaga
- Vertical breakwaters at the Port of Ibiza, with caissons 43 m long, 21m wide and 21m deep constructed in the Port of Valencia and towed by sea to the island of Ibiza

He has also worked in Israel where he was responsible for the following projects at Hayovel Port Extension in Israel, consisting of:

- Extension of a breakwater mantles and all-natural and artificial blocks
- Manufacture of blocks
- The construction of quays of caissons and piles
- Superstructures, fenders and norays

