



DUNIA FRONTIER CONSULTANTS

DUBAI § KAMPALA
WASHINGTON DC

www.dfcinternational.com

© 2011



INTRODUCTION

With head offices in Washington DC and Dubai, Dunia Frontier Consultants provides emerging market-focused consulting services to investors and corporations operating at the frontiers of 21st century business. We understand that obtaining accurate, actionable information in these rapidly changing markets is challenging and time consuming. Dunia expertly handles these issues and enables you to focus on your core competencies: structuring and executing deals, and managing your investments.



OUR BUSINESS

With a world-class staff and highly efficient global network of consultants and partners, we can support your endeavors in several key areas:

EMERGING MARKETS INVESTMENT

The heart of our business, we offer a full suite of financial services.

RISK REPORTING & ANALYSIS

Anchored by rigorous data collection and subject matter expertise, we organize and deploy research teams to help our clients mitigate risks and optimize decision-making in key transactions.

BUSINESS DEVELOPMENT

With well-developed local networks, we identify prime market opportunities and business partners for our clients, and provide essential insights to help them navigate new markets.

INFORMATION NETWORKING & DESIGN

We develop and refine research methodology and analytical tools to generate useful information for clients operating in data-poor and challenging business environments.

- » Market surveys and entry assessments
- » Due diligence
- » Valuations
- » Feasibility studies
- » Fund raising
- » Deal sourcing and origination

- » Partner introductions and vetting
- » Audits of companies, deals and partners
- » Retain and manage best-in-breed local legal, accounting or lobbying assistance
- » Local incorporation and logistics support
- » Tender identification and BD support
- » Regulatory assessments

- » Political risk assessments
- » Physical security and threat assessments
- » Human topography assessments
- » Engagement plan creation and management



THE PRINCIPALS

PETER ABE **MANAGING DIRECTOR, SUB-SAHARAN AFRICA**

co-founded a telecommunications company in Uganda devoted to working in former conflict zones. A French and Kiswahili speaker, Mr. Abe has worked in private sector development in Africa since 2000. Mr. Abe holds a BA in applied mathematics and quantum physics from the University of California, Berkeley and a MA in energy and technology policy from Johns Hopkins University/SAIS.

KYLE STELMA **MANAGING DIRECTOR, MENA & SOUTH ASIA**

worked with CitiGroup in Mumbai performing financial consulting for Indian conglomerates and later with a management consulting firm on private equity transactions in the Middle East and South Asia. Mr. Stelma holds a BS in systems engineering from the United States Military Academy and a MA in international relations and finance from Johns Hopkins University/SAIS.

KIPP TEAMEY **MANAGING DIRECTOR, PUBLIC SECTOR SERVICES**

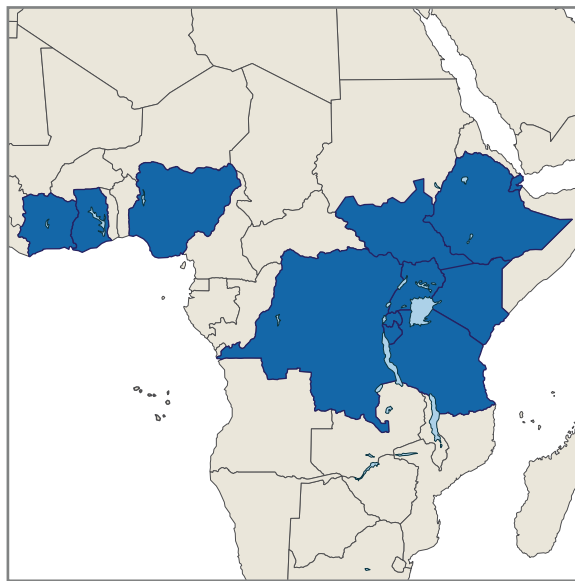
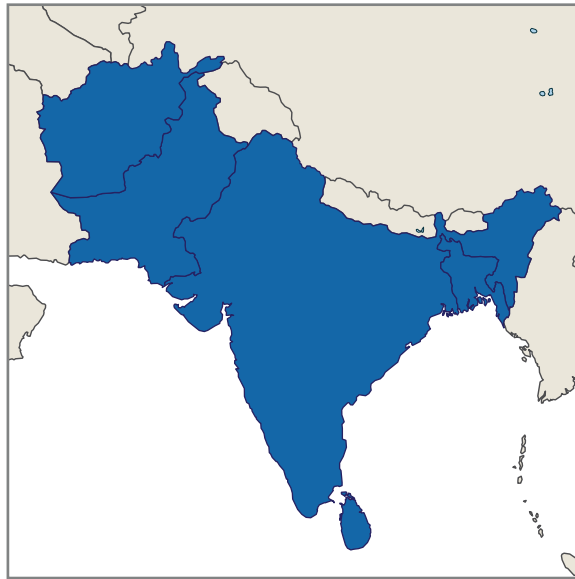
worked in the US Navy and as a legislative assistant in Washington, DC. Upon leaving government, Mr. Teamey worked in government advocacy supporting CitiGroup to provide insight on federal legislation and its effects on US markets. Mr. Teamey holds a BA in political science and a MA in public policy from Georgetown University.

NICHOLAS SKIBIAK **DIRECTOR OF ANALYTICS**

worked as a development consultant for BearingPoint, focusing on trade facilitation in sub-Saharan Africa, and for the US Treasury and EMPEA, a private equity research group, examining capital markets and private-sector investment in emerging markets. Mr. Skibiak holds a BA from Yale University and a MA in international relations and economics from Johns Hopkins/SAIS.



WHERE WE ARE





CONTACT US

WASHINGTON, DC

- » Dunia Frontier Consultants
1725 Eye St. NW, Suite 300
Washington, DC 20006
U.S.A.
- » Phone: +1 202-349-1106
- » e-mail: contact@dfcinternational.com



DUBAI

- » Dunia Frontier Consultants
Fairmont Hotel, Suite #712
Sheikh Zayed Road
Dubai, United Arab Emirates
 - » Phone: +971 55-925-9869
 - » Fax: +971 928-833-6006
 - » e-mail: contact@dfcinternational.com
-



QUALIFICATIONS

MIDDLE EAST OIL & GAS SERVICES MARKET SURVEY

Background and Key Issues

A large investment fund asked Dunia to perform a survey of the Middle East oil and gas services (OGS) market as part of a due diligence effort on a potential acquisition target in the industry. The fund wanted a reputational risk analysis of the target OGS firm, as well as an identification of potential customers, partners and competitors to gain an understanding of the general nature of the regional market, particularly in Egypt, Iraq, Saudi Arabia, Syria and Libya.

Our Contribution

- » Dunia conducted a detailed survey interviewing 25 professionals and officers at companies in the oil and gas industry located throughout the region.
- » The target OGS firm was surveyed against some of the leading companies in the market as part of a general discussion of key criteria for the selection of oil and gas services companies in drilling and well production, and pipeline services.

Results and Value Delivery

- » Dunia gained specific insights into the relative position of the target OGS firm in its relevant competitive landscape.
- » Dunia was able to glean a significant amount of data, not only general information about the local markets, service lines, and the selection process, but also specific information about leading regional and international oil and gas services firms operating in the region.
- » Based on the survey data, Dunia identified potential opportunities, pitfalls, and competitive dynamics facing the target firm, including name recognition, management capabilities, quality of service, and HSE standards.
- » Dunia developed a market entry and growth strategy for the target firm, including the identification of profitable market niches, optimal economies of scale and business models, and a recommended marketing and branding strategy.



QUALIFICATIONS

POWER GENERATION MARKET STUDY FOR IRAQ

Background and Key Issues

A large investment fund asked Dunia to perform a survey of all current and future power generation projects in Iraq. The fund wanted to know how and where it could best become involved in funding power generation projects in Iraq and the associated incentives, along with any HSE standards being enforced throughout the country.

Our Contribution

- » Dunia identified all current and announced power generation projects throughout the country, splitting the survey into Baghdad- and KRG-specific parts.
- » Dunia personnel travelled extensively throughout Iraq, Jordan, Kuwait and the UAE to conduct interviews with government officials and liaise with power generation firms that work in Iraq but do not have offices there.
- » Dunia interviewed officials at international and domestic power companies, provincial and federal ministries, and investment commissions to gain a detailed understanding of the true number and best locations for realistic future projects according to existing power needs and regulatory investment incentives.
- » Dunia also contacted power companies in Europe, Japan and Russia to better understand how foreign firms approach Iraq and the projects attracting them.
- » Dunia contracted a number of in-country entities (law firm, private security firm, logistics firm, newspaper) to cover any remaining information gaps.

Results and Value Delivery

- » Provided detailed overview of the Iraqi power generation sector.
 - » Recommended top opportunities for funding power projects, and the fund eventually chose to finance and locate a power station in Iraq based on our results.
 - » Provided an engagement plan and robust partnering strategy to ensure the client was able to effectively interact with ministry officials and avoid bureaucratic delays.
-



QUALIFICATIONS

GROWTH STRATEGY FOR UAE MATERIALS IMPORTER

Background and Key Issues

Dunia was hired by a UAE-based importer of high-end materials for residential construction and interior decoration primarily from Italy, the Middle East and India. As a rapidly growing business, the company needed to systematically scale its supply chain and distribution networks in order to match increased demand and retain its competitive edge. The client was looking to develop a comprehensive strategy to understand its market, rationalize its supply chain and most importantly identify key partners in distribution, showcasing and merchandising throughout the Middle East and South Asia.

Our Contribution

Dunia researched and prepared a market survey and business development plan. In preparing this report, Dunia:

- » Identified potential market size, trends and drivers in over ten countries.
- » Provided exhaustive 'build-out' of market players by tier and location, and evaluated their potential as partners.
- » Identified and vetted potential partners along this company's value chain, particularly key executives.
- » Developed viable outreach themes to drive future partnership bids.
- » Coordinated outreach meetings between the client and key company and industry executives to ascertain viability of future commercial terms.

Results and Value Delivery

- » Identified top ten international markets for client's expansion, and outlined optimal time horizon for market entry.
- » Supplied database including key sales drivers for 50 countries with market sizes above US\$50 million.
- » Immediately facilitated an initial two sales in two of the top-five markets.





QUALIFICATIONS

TURKISH HEALTH CARE INDUSTRY DUE DILIGENCE

Background and Key Issues

Our client's mission was to buy a majority stake in an existing Turkish health care company, and Dunia was asked to perform a full due diligence effort on the company, including a closer look at its management, reputation, supply chain, competitors, suppliers, and customer base.

Our Contribution

In order to provide a full due diligence effort on the private health care company in Turkey, Dunia used a two-pronged approach:

- » Dunia personnel conducted over 100 interviews throughout the health care and academic communities in Turkey, travelling extensively in-country as well as retaining local subcontractors through our existing network to finish the survey within a tight deadline. The survey focused specifically not only on financial aspects of the target company, but also on broader industry best practices and reputational issues that could be used in developing a future business plan.
- » Dunia also performed a related assessment of Turkey's macroeconomic climate and the health care industry. This assessment focused on the short- and long-term outlooks for growth in the industry, as well as the identification of major trends and key players.

Results and Value Delivery

- » Dunia created a comprehensive business plan for our client, including key engagement and public communication strategies.
 - » The Dunia plan highlighted key financial and business case considerations, reputational issues, and the viability of various financing options.
-