

Caprion Consulting International

Goal Attainment = Reality/Expectations®



An independent global consulting firm with extensive depth and breadth of functional and industry expertise and experience across a wide range of sectors and disciplines



ABOUT US

Caprion®* Consulting International (CCI) is an independent global consulting firm with extensive depth and breadth of functional and industry expertise and experience across a wide range of sectors and disciplines. We provide expert technical and industry-specific consulting services to both the public and private sector. CCI is a subsidiary of the Caprion Group of Companies, a vertically integrated management consulting company with a successful track record since 1997.

OUR OPERATING PRINCIPLES

Comprehensive solutions for success

Our extensive pool of talent provides comprehensive solutions to our clients' needs in the public, private and government sectors. All of our consultants are highly trained and have extensive experience in their respective fields.

Customized goal-oriented approach

We recognize that each client has its own unique requirements and objectives and use individually customized approaches to help them achieve their goals.

We always assign the best minds to each engagement to ensure success and do not have different tiers of clients when it comes to applying the necessary level of expertise required to complete an assignment.

Our clients benefit from the fact that our consultants have seamless access to the experience and expertise of the entire team of CCI consultants, should the need arise for the application of cross-functional skills when fulfilling the terms of a client engagement.

If required, we work with our clients to ensure that the results of our engagement are successfully implemented; even if this mean placing consultants temporarily on staff or finding the right personnel to implement our recommendations.

Success based on trust

The success of CCI is based on the trust we have earned with our clients. We provide a highly qualified and experienced team of professionals, with an established track record for each engagement. Our ability to customize solutions to meet client-specific needs; fulfill the terms of our engagement; and enter into flexible arrangements has enabled us to build enduring and trusting relationships with our clients.

A passion for excellence

Our passion for excellence is the hallmark of our success. We consistently maintain the highest standards of client service. Each engagement is backed by our unqualified client satisfaction guarantee.

OUR CORE SERVICES

Our core services can be categorized in the following broad areas:

- ❖ Country and industry-specific technical and professional services
- ❖ Strategic and business planning
- ❖ Global business development
- ❖ Integrated marketing and communications
- ❖ Investor relations
- ❖ Content creation and management
- ❖ Technology solutions
- ❖ Product research, structuring and development



- ❖ Country and industry-specific technical and professional services

We provide expert technical and industry-specific consulting services to governments and public and private sector companies in a broad range of disciplines and sectors. We have access to interdisciplinary resources to take on complex and challenging short and long-term assignments. Some of the areas we cover include:

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| ▪ Economic development projects | ▪ Environmental impact assessments |
| ▪ Feasibility and pre-feasibility studies | ▪ Climate change |
| ▪ Financial services development | ▪ Remote sensing |
| ▪ Banking, insurance, investment funds | ▪ Mining development |
| ▪ Capital markets | ▪ Alternative energy |
| ▪ Education and training | ▪ Agriculture |
| ▪ Geographical information systems | ▪ Food and nutrition |
| ▪ Sea defence | ▪ Water control |

❖ Strategic and Business Planning

We provide consulting services to private and public sector companies at all stages of growth and through the entire business and strategic planning cycle. We simplify the complex task of strategic and business planning in three simple phases: we analyze where you are today; evaluate where you want to go; and help you determine how to get there.

We use structured, yet flexible approaches to help clients achieve their goals - whether this means helping them formalize their vision; determine their strategic intent; develop their business definition and value proposition; formulate generic competitive strategies; set goals and objectives; design tactical initiatives to achieve their goals; and assess the risks they face.

- Strategic and business plans
- Industry/environmental/and competitive research and analysis
- Feasibility studies

❖ Global Business Development

We help our clients navigate complex administrative and regulatory challenges when seeking to establish business operations in foreign countries.

Our local experts take our clients through all the stages of setting up their businesses, including the preparation of operating procedures and manuals. We pay great attention to making sure that our clients understand cross-cultural differences in varying operating environments.

- Establishing businesses in foreign jurisdictions
- Administrative and regulatory compliance
- Cross-cultural management training
- Operating procedures and manuals

❖ Integrated Marketing Communications

We develop integrated marketing communications and public relations strategies in alignment with our clients' brand and value proposition. We believe that though functional roles might be different, marketing communications and public relations strategies must be integrated to maximize brand and company value and increase awareness of our clients, their services and products.

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| ▪ Integrated marketing communications plans | ▪ Video, photography and web design |
| ▪ Media planning and exposure | ▪ Event planning and management |
| ▪ Crisis management | |
| ▪ Content production and management | |
| ▪ Ghost and copy writing | |

❖ Investor Relations

We help increase the exposure and build the awareness of our clients through our global network of contacts and through specialized web-based initiatives. We also undertake regulated corporate finance initiatives which are facilitated through licensed affiliates and strategic alliances. Our key services include:

- Corporate presentations
- Meetings with institutional and retail investors
- Investor communications
- Corporate finance and clearing
- Road shows

❖ Content Production and Management

We create content for all audiences, including brochures, newsletters, white papers, direct mail, web, ghost-written articles, speeches, seminar and training materials, educational guides and annual reports. Our key services include:

- Content creation for all audiences and media
- Ghost writing
- Publishing
- Layout and design
- Photography and video

❖ Product Research, Structuring and Development

We have a highly specialized team of experts that structure and develop innovative financial products such as structured notes, exchange traded funds, closed-end funds, principal guaranteed, principal-at-risk and asset backed instruments, and equity monetization.

Our structuring expertise is complemented by ancillary services such as product research, manager and outsourcing agent due diligence; and product launch and marketing. Our key services include:

- Structuring innovative financial products
- Product research
- Investment management
- Product and agent due diligence

Contact us for more information

Headquartered in Toronto, Canada, CCI's team of experienced and highly qualified experts has a successful track record in making client expectations a reality. CCI serves its' clients through several global locations, among them Barbados, Guyana, India, Saint Lucia and St. Kitts.

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Caprion Consulting International

OUR CORE TEAM



Dwarka Lakhan, BA, MBA, FCSI, FICB

Dwarka Lakhan is President and CEO of the Caprion Group of Companies. He has four decades of diverse international experience and has successfully performed a myriad of consulting roles in both the public and private sectors.

As a former Economist with the Government of Guyana he worked as a team member and/or counterpart consultant on various development projects in collaboration with consultants to various international financial institutions. He was a member of the intergovernmental team that developed the first Caribbean Food and Nutrition Plan.

Dwarka is a Principal with Meadowbank Asset Management Inc., a regulated investment manager and exempt market dealer and is former Chairman and Director of Meadowbank Capital Inc. and Director of the publicly traded closed-end fund, the Legg Mason BWI Investment Grade Focus Fund (TSX: BWI.UN).

Previously, Dwarka held management positions with the Canadian Imperial Bank of Commerce, Royal Trust Corporation and Altamira Management Ltd. He also acted in consulting roles as President and CEO of Data Core Financial Services (Toronto); and Chairman and CEO of Commercial Investment Bank Limited (St. Lucia); and is formerly Chairman of the Public Relations Committee of the Investment Funds Institute of Canada and Member of its Education Committee.

Dwarka holds an undergraduate degree in Economics; a Masters in Business Administration; and a Masters Certificate in Marketing Communications Management. He is a Fellow of the Canadian Securities Institute (FCSI) and a Fellow of the Institute of Canadian Bankers (FICB).



Patrick Holmes, ACIS

Patrick Holmes is a Consultant with Caprion Consulting International. He has an excellent reputation for ethical banking and financial operations in the Caribbean, the United States and Canada.

He is currently a senior international consultant for Holrob Advisory Services Ltd. where he advises various domestic and international organizations on financial, compliance and corporate governance issues. He is also in providing consulting services on financial and compliance issues for a private foundation; raising equity for private corporations; and advising on financial issues with a family owned organization in the Cayman Islands involved in the wholesale and retail businesses.

His international experience includes consulting assignments in Russia, Kazakhstan, Uzbekistan, Lithuania, Guyana and the USA. This experience includes forensic accounting and creating audit and internal control processes for various organizations. Patrick established MasterCard and Visa operations in the Cayman Islands, Moscow and Turks and Caicos and implemented all operational and administrative functions.

During his career he has been a professional member of ACAMS (Association of Certified Anti-Money Laundering Specialists) and was a practicing Certified General Accountant (CGA) for 36 years. A college graduate in Business Administration he remains an Associate of the Chartered Institute of Secretaries (ACIS).



Hughward Pinard, BBA, MBA, Diploma AIB

Hughward Pinard is a consultant with Caprion Consulting International. He is a former Royal Bank of Canada (RBC) Branch manager, and a dedicated and enterprising professional with four decades of experience in Banking, Business, Finance Investments and Management.

Hugh has successfully managed and enhanced the operations, performance and profitability of various Royal Bank Branches in the USA and the Eastern Caribbean, and he was recognized by RBC as the Eastern Caribbean's top performer in 2005. He retired from the Bank in October 2006 and was retained as a Market Development Consultant from November 2006 to October 2007.

Over the years he has served as a recognized resource person on several important committees and boards in the public and private sectors in the USA and the Caribbean region, including a member of the New York Personnel Management Association (NYPMA), Director of the Dominica Association of Industry of Commerce (DAIC), Chairman of the National Development Corporation of Dominica (NDC), Director of the St Kitts Nevis Chamber of Industry and Commerce (SKNIC) and a Director of Commercial Investment Bank Limited (St Lucia).

Hugh was also closely associated with the Eastern Caribbean Central Bank (ECCB) and became the Charter President of the Eastern Caribbean Currency Union Bankers Association following its formation in 2004. He also served as a steering Committee Member of the Central Bank's Money and Capital Markets Development program, and a Director of the Eastern Caribbean Institute of Banking and the Eastern Caribbean Enterprise Fund.

Hugh holds a Bachelor of Business Administration Degree (BBA) in Banking Economics and Finance from Pace University in New York, a Master of Business Administration Degree (MBA) in Management from Fairleigh Dickenson University in New Jersey and Standard and Advanced Level Diplomas in Commercial and International Banking from the American Institute of New York. He also attained a Certificate in Financial Services Marketing from the Institute of Canadian Bankers (ICB) in April 1999.



Nestor Alfred, BSc, MBA

Nestor Alfred is a consultant with Caprion Consulting International. As a Financial/Management Consultant he has provided consultancy in diverse areas to both the public and private sector in areas of Change Management; Strategic Planning; FATCA (Foreign Account Tax Compliance Act), Anti Money Laundering and Combating the Financing of Terrorism.

He has had extensive experience within the financial services sector (public & private) in areas ranging from auditing; banking (offshore/domestic); taxation and financial regulation/supervision. His banking career was with the CIBC West Indies Holdings (Barbados) Limited; CIBC Caribbean Limited and CIBC Trust And Merchant Bank (Cayman).

In 2015, Nestor was appointed as a Commissioner to CARICOM Competition Commission a body responsible for applying the rules of competition in respect of anti-competitive cross-border business conduct; promoting and protecting competition in the CARICOM Community and co-ordinating the implementation of the CARICOM Community Policy.

Nestor was a former Head Regulator for Saint Lucia's Offshore and Insurance Sector. He holds a Bachelor of Science degree (Management Studies) from University of the West Indies and MBA from Henley Management College/Brunel University (UK).



V. Chris Lakhan, Ph.D

Chris Lakhan is Consultant with Caprion Consulting International. He is a Certified Geographic Information Systems (GIS) Professional, a Certified Environmental Specialist, and a Certified Environmental Inspector, with more than thirty years of consulting experience in a broad spectrum of contemporary disciplines.

As a Certified GIS Professional he specializes in the selection of optimal sites for the location of not only resource activities (for example mining, agricultural, forestry, hydrological, and energy installations), but also business and commercial projects (for example, shopping plazas, highways, sawmills, restaurants, greenhouses, hospitals, schools, and recycling facilities).

His expertise and publications also allows him to complete carbon, energy and environmental audits, and all phases of environmental assessments. As a Certified Inspector and Specialist, Chris will also conduct and certify the analytical testing of radon, soils, moulds, air and water quality, and toxic contaminants in the environment. He has already utilized advanced plasma and spectroscopy techniques to test for lead, arsenic, copper, zinc, nickel, cadmium and other heavy metals in the environments of Canada, Pakistan, Guyana and Iran.

With two best selling edited coastal modelling books published by Elsevier Science of the Netherlands, Chris develops operational computer models with numerical, simulation, and geospatial techniques. His stochastic models could be used to forecast climate change, and predict the effects of climate change in any environment.

Chris is listed in WHO's WHO in the World, and is associated with several professional societies, including being a Fellow of the Royal Geographical Society, a member of the International Institute of Informatics and Systemics, and a member of the U.S. based Applicant Review Committee for the GIS Certification Institute.



Rawan Lakhan, BA, MA, CIM, FCSI, CIWM

Rawan Lakhan is a Consultant with Caprion Consulting International. He is currently President and CEO of Meadowbank Asset Management Inc. and is a registered Portfolio Manager.

Prior to joining Meadowbank he was a Partner with the Caprion Group of Companies. At Caprion, Rawan was actively involved in new business start-ups, research, and product development. Previously, he worked for five years as a Wealth Management Consultant with a Canadian Chartered Bank.

He holds a BA and a MA in Economics from York University. He is also a Chartered Investment Manager; a Fellow of the Canadian Securities Institute (FCSI); and a Certified International Wealth Manager (CIWM).





Ifzal Ali, PhD

Ifzal Ali is a Consultant with Caprion Consulting International. He was formerly Chief Economist with the Asian Development Bank (ADB) headquartered in Manila, Philippines for six of the 24 years he worked at the bank.

He started his career at the ADB as a researcher and assumed various key positions: Deputy Treasurer, Economist, Senior Economist, Senior Strategic Planning Officer, and Assistant Treasurer for the Financial Policy Division. He was involved in both the internal and external operations of the ADB and provided leadership and guidance to the entire Economic and Research Department, ensuring the effective implementation of Medium Term Goals. He was also involved in organizational management and implemented inter-bank policies and systems. Prior to joining ADB, he was a professor and chair of Economics Area at the India Institute of Management in Ahmedabad.

He holds a doctorate in Economics from the John Hopkins University, a Master's degree from Delhi School of Economics, and an undergraduate degree from St. Stephen's College, Delhi.



Aiman Dally, CPA, CA

Aiman Dally currently holds various Chief Financial Officer positions in a wide range of companies and industries.

He is also a director of Copia Financial Solutions Inc. a professional consulting firm which he has been managing over the past 10 years. Copia focuses on providing business solutions and corporate finance for major Canadian SME organizations.

He has extensive experience in cash flow management, operational and procedural controls and processes, which compliment his vast financial knowledge. He has been quoted in many business articles for his insight and experience on relevant topics. His experience stems from over 15 years in the Canadian workforce holding senior financial roles in retail, wholesale, real estate development and construction, as well as early start up technology companies and

investment organizations. Mr. Dally holds the CPA and CA designations and graduated from Wilfred Laurier University with an honors degree in Economics and Accounting.



Ahad Ali, B.Sc., MA

Ahad Ali is a Consultant with Caprion Consulting International. He is an Investment Analyst with Meadowbank Asset Management Inc.

Prior to joining Meadowbank, he completed his second Masters degree in Finance and Accounting from the University of Windsor. Ahad has a Bachelor of Science with Finance Applications and an M.A. in Economics from Southern Methodist University in Dallas, Texas. In 2008 he worked for Indivision, a private equity firm in India as a project analyst specializing in cost benefit analysis. Currently, he is responsible for project research and analysis at Meadowbank.



Hon. Joe Fontana, P.C.

Joe Fontana is an expert in government policy and administration. A former Minister of Labor and Housing with the Canadian Federal government, he was first elected to the House of Commons in 1988 and was re-elected in 1993, 1997, 2000, 2004 and 2006.

During his lengthy political career, Mr. Fontana held numerous parliamentary portfolios, with a wide range of responsibilities.

As a Member of the official Liberal Opposition between 1988 -1993 he was critic for Housing and Urban Affairs and associate critic for Electoral Reform. When the Liberal Party attained power in 1993, he was appointed Parliamentary Secretary to the Minister of Transport, playing a key role in, among other things, the introduction of the National Airports Policy and the privatization of Canadian airports and ports.

He was also a Member of the Standing Committee on Transport and an associate member of the Standing Committee on Finance and the Standing Committee on Industry. Other parliamentary accomplishments include Chairperson of the National Liberal Task Force on Housing, Chairperson for the Liberal Via Rail Task Force, Member of the Liberal Caucus Committee on Economic Policy, Chair of the Standing Committee on Citizenship and Immigration, and Parliamentary Secretary to the Prime Minister, with special emphasis on Science and Small Business.

Mr. Fontana is a former Chair of the Canada/Europe Parliamentary Association and a Member of Canada/U.S., Canada/Italy, Canada/China, Canada/Israel, and Canada/Arab Parliamentary Associations. He has travelled extensively on official business to Europe, the Middle East, China, Korea, South America and the CARICOM countries. Most recently, he was the Mayor of the City of London, Ontario.

Prior to entering federal politics, Mr. Fontana was an Insurance Executive and small business owner.

