



Afrique Sub-Sahara Strategies LTD (AQS)



*A U.S. Firm with a
Passion for Sub-Saharan Africa*
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FIRM PROFILE

Afrique Sub-Sahara Strategies

Afrique Sub-Sahara Strategies (AQS) is a U.S. based, black-owned development consulting firm that delivers high impact interventions designed to favorably transform clientele's projects or businesses. We assist U.S. government agencies, multi-national corporations, small and medium sized companies, NGOs and public organizations to achieve exemplary efficiencies in Sub-Saharan Africa ("SSA") through reliable multi-channel connections and well calibrated strategic deliverables and customized solutions.

Africa is now "in play," and no region of the world offers more untapped resources and opportunities for U.S. businesses than SSA. Africa's growing importance is also reflected in the massive efforts by the U.S., EU, China, Russia, India, some Middle Eastern nations and other countries to gain access to the vast mineral resources with which she is abundantly endowed.

In SSA, we concentrate in: rule of law & anti-corruption, justice sector reform, democracy & governance, due diligence, human rights, economic development, and African government relations. We are a formidable proponent for our clients in this region because we are able to deploy personnel who are either nationals of or specialists in the countries about which we consult. We practice the highest standards of ethical behavior in all our lines of endeavor. We maintain a wide network of affiliations with organizations and individuals at both local and national levels throughout SSA, which fosters our ability to provide our services with the utmost cultural fluency and sensitivity.



With nearly one billion inhabitants who have urgent needs for education, environmental protection, clean water, clothing, financial services, modernized agriculture, demand for maximum food production and food security, improved healthcare services, critical energy sufficiency, low cost housing, state of the art telecommunications, effective transportation, demand for tourism development, permanent end to tribal conflicts and stable governments, SSA has in recent times been dubbed the new land of opportunities.

Bolstered by stable support in Washington D.C., the European community (E.U.) and China, as well as the current wave of economic and mostly democratic political transformation sweeping across SSA, bilateral trade between the U.S. and SSA has increased exponentially. We collaborate with other consulting firms to offer clients the depth, dimension and experience they need to innovate and grow in SSA. We see a future full of opportunity and work fervently with our clients to develop executable strategies that help them unlock value in unexpected places.

We have successfully created a niche in connecting U.S. businesses with high profile executives, government officials and individuals across SSA governments, businesses and industries in this unique region where who you know always matters more than what you know. In a rapidly changing world, we realize that a commitment to strong partnering relationships remains a crucial element of conducting business. It is this spark that helps us burn brighter than our competition.

Finally, our cultural competency is a powerful tool that enables us to accomplish effective customized solutions, sustainable improvements and measurable interventions for our clients.

AFRICAN ECONOMIC INTEGRATION

Many SSA countries have recently implemented difficult economic and political reforms to strengthen trade relations and business ties with the United States.

Championing the political and economic developments are the Millennium Plan for Africa (MAP) and the New Partnership for Africa's Development (NEPAD) established as a program of the African Union (AU). **"By Africans for Africa"** - these four words succinctly describe a pledge by Africa's leaders to reduce poverty and place Africa on a path of sustainable development.

The African Union (AU) and The New Partnership For Africa's Development (NEPAD)

The African Union was formed in 2001 and has its headquarters in Addis Ababa, Ethiopia. The AU basically reconstituted the Organization of African Unity (OAU) with a body modeled after the European Union. Fifty-three nations strong, the AU aims to enhance the economic, political and social integration and development of the African people. Four new organs within the AU architecture take the form of a 15-member Peace and Security Council, a Pan-African Parliament, a Court of justice and a Central Bank.

The AU is about strengthening and accelerating regional and continental economic integration, creating a larger market size, and a much more powerful unified international voice by the member nations. NEPAD, on the other hand, is about a new and better way of doing things in Africa, including political, institutional, economic and corporate governance of the continent to achieve a greater amount of developmental aid, influx of capital and technical assistance.

In February 2003, shortly after the first and quite successful Western Hemisphere African Diaspora Conference, which brought together representatives from North America, South America and the Caribbean, AU leaders altered

the AU Constitutive Act to include the African Diaspora as the sixth region of Africa (added to North, South, East, West and Central Africa). The Pan-African Parliament, the legislative body of the African Union, was officially opened in South Africa in 2004. The AU now has a permanent representative at the United Nations.



Common Market for Eastern and Southern Africa (COMESA)

Headquartered in Lusaka, Zambia, COMESA emerged in December 1994 when it was formed to replace the former Preferential Trade Area (PTA), which had existed from the earlier days of 1981. The 19 member countries are Burundi, Comoros, Democratic Republic of the Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia, and Zimbabwe. The main focus of the organization is on the formation of a large economic and trading unit that is capable of overcoming some of the barriers that are faced by individual states. Its membership believes that **"united we stand and divided we fall."**

Southern Africa Development Community (SADC)

With its headquarters in Gaborone, Botswana, SADC was originally set up in 1980 to reduce the region's economic dependency on apartheid South Africa. In 1995, it embraced majority-ruled South Africa and set about acquiring a new political and security role. In 1996 South Africa's economy was still about three times as large as the combined economies of the 13 other members. Member nations include Angola, Botswana, Democratic Republic of the Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe. The organization's mission is to reduce economic dependency; promote infrastructure rehabilitation and integration; engage sectoral policy coordination; and implement defense and security protocols.

Economic Community of Central African States (ECCAS)

ECCAS was established on October 18, 1983 in Libreville, Gabon where it is currently headquartered. The 11 member countries include Angola, Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Republic of the Congo, Rwanda, and Sao Tome & Principe. Its mission is to promote regional economic cooperation and establish a Central African Common Market.

East African Community (EAC)

EAC has its headquarters in Arusha, Tanzania. It was established on January 22, 1999 when the Heads of State of Tanzania, Kenya and Uganda resolved to sign a treaty re-establishing the East African Community (EAC) that had existed from 1967 to 1977. The six member countries are Burundi, Kenya, Rwanda, South Sudan, Tanzania, and Uganda. The treaty calls for a customs union, common market and monetary union, and sets the ultimate objective as the birth of a political federation of east African states.

Economic Community of West African States (ECOWAS)

ECOWAS was established on May 28, 1975 in Lagos (Nigeria). The protocols launching ECOWAS were signed in Lome, Togo on November 5, 1976. In July 1993, a revised ECOWAS treaty was signed. The 15 member countries are Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo. Its mission is to promote cooperation and integration in economic, social and cultural activity, ultimately leading to the establishment of an economic and monetary union through the total integration of the national economies in West Africa.

Organisation pour 'Harmonisation du Droit des Affaires en Afrique (Organization for the Harmonization of Commercial Law in Africa — OHADA)

On October 17, 1993, 16 African states signed a treaty known as the Organisation pour l'Harmonisation du Droit des Affaires en Afrique (Organization for the Harmonization of Commercial Law in Africa (The OHADA Treaty)). OHADA is a regional international organization that currently groups together 17 African states, mainly of the Francophone persuasion. Its aim is to harmonize the legal and judicial systems, specifically in the field of business and corporate law. The signatories to the OHADA Treaty are also members of the CFA (common currency linked to the French Franc).

The Treaty left open the possibility of other Sub-Saharan African nations becoming members consistent with its central concept of promoting African economic integration. OHADA aims to restore the confidence of foreign investors by providing them with a set of common and simple laws that suit modern economies, and significantly improves the prospect of African Economic and Monetary Union.

THE NEW U.S. – AFRICA AXIS

Of all the continents, Africa is said to be the most fascinating and promising; but she also poses the greatest challenges. Along with the U.S., EU, Chinese and most Middle Eastern governments, we see Africa as the 21st Century's new land of opportunities. As the missing link in the global economy, Africa now stands at the cornerstone of growth and opportunity. SSA countries have long generated some of the highest returns on deployed capital. With twenty percent (20%) of the world's total landmass, a population of 900 million (14% of world total), and a galaxy of mineral resources, the continent has been appropriately dubbed a "sleeping beauty." Total trade between the U.S. and Africa in 2008 was a staggering \$147 billion.



We have the cultural skill-sets, vision and capability to demystify SSA for our clients. ***With AQS as your "guiding light," your problems in the region will become far less formidable, because SSA is our natural habitat, and we graze comfortably in its pastures.*** A strong wind of socio-economic and political change is blowing across the continent of Africa. Durable and vibrant democracies are emerging across the continent, helping debunk the myth that Africa is unprofitable. The economies of many African countries are beginning to emerge from centuries of economic malaise.

Regional integration is coming into play in building blocks of an African economic community. Emerging from old African institutions are new institutions transforming into "work shops" from the old "talk shops," and

applying new and innovative solutions to old African problems.



As former U.S. Ambassador to the United Nations, Andrew J. Young, observed, ***"Africa's role in the 21st Century is increasingly more strategic as the U.S. seeks assurance of growing markets through the Africa Growth and Opportunity Act and an assured secure supply of petroleum in the midst of Middle Eastern chaos."***

Former U.S. Secretary of State Colin Powell also opined shortly before leaving office that: ***"Africa matters to America, by history and by choice. America has almost 35 million citizens of African descent, and more than 30,000 Africans are studying in the United States today."*** And his successor Condoleezza Rice optimistically observed, ***"We see a continent of enormous promise, increasingly willing to tackle its own challenges to create a better life for Africans everywhere."***

Since 1990, more than 30 African countries have held free elections, and the overwhelming majority has launched economic reform programs. This climate of economic and political stability is attracting foreign investment and stimulating new domestic business enterprise. American enterprise is now beginning to see firsthand the enormous potential of Africa, the strength of its people and its boundless possibilities.

KEY U.S. GOVERNMENTAL AFRICAN ECONOMIC EMPOWERMENT INITIATIVES

The African Growth and Opportunity Act (AGOA)

The African Growth and Opportunity Act (AGOA) enacted by Congress in 2000 expands trade and commercial relations between the United States and Sub-Saharan Africa, and lifts or relaxes U.S. import duties on apparels manufactured in most Sub-Saharan African countries.

The Act offers beneficiary SSA Countries duty-free and quota-free U.S. market access for essentially all products through the Generalized System of Preferences (GSP), provides additional security for investors and traders in African countries by ensuring GSP benefits, and eliminates the GSP competitive needs limitation for African countries.

In addition, the Act establishes a U.S.-SSA Trade and Economic Corporation Forum to facilitate trade and investment policy discussions and technical assistance to strengthen economic reforms and development. The AGOA Acceleration Act was signed into law on July 13, 2004 to enhance the two earlier AGOA efforts by broadening U.S. – Africa trade and investment.

AGOA also established \$500,000,000 in equity and infra-structural funds, as well as technical assistance to strengthen trade and investment in Africa. The continent views AGOA as a ray of hope, a window of opportunity for job creation and poverty alleviation, and a vehicle for attracting foreign direct investment into SSA.

The Millennium Plan for Africa

The Millennium Challenge Account (MCA) and its implementing agency ~ the Millennium Challenge Corporation (MCC) is yet another relatively recent favorable commitment toward the African continent by the U. S. government. It aims to lend credibility to African countries making legitimate strides, affirming that Africa is indeed open and ready for business and trade as confidence in African institutions will help to

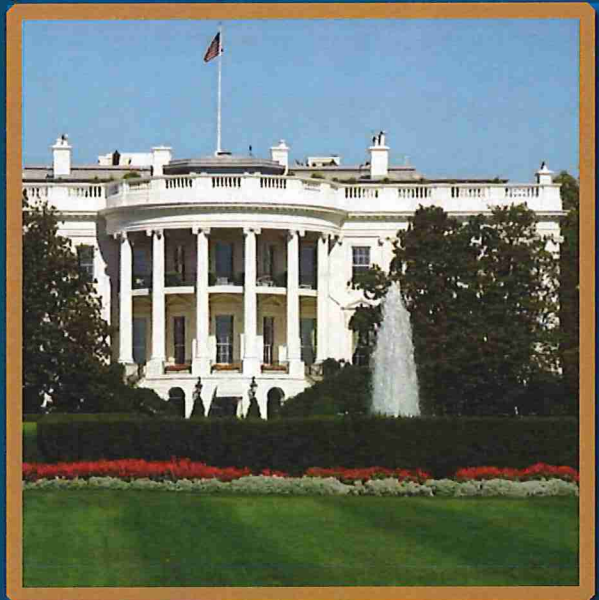
promulgate real positive change and long-term growth.

Pentagon assistance to the African Union is one pillar of the AU's growing success. To a large extent, European and Asian businesses have already moved beyond Africa's negative stigma and are successfully doing business in the continent.

U.S. companies should be encouraged to do the same. China and South Africa are now the two leading investors in the continent.

United States Africa Command (AFRICOM)

Headquartered in Stuttgart, Germany, AFRICOM is one of the DoD's six regional headquarters and reports directly to the Secretary of Defense, as do all other unified commanders in the DoD. Created in February 2007, it is designed to amalgamate security, development, diplomacy and prosperity in Africa, and reflects a much more integrated staff structure that includes significant management and staff representation by the Department of State (DOS), U.S. Agency for International Development (USAID), and other U.S. government agencies involved in Africa.



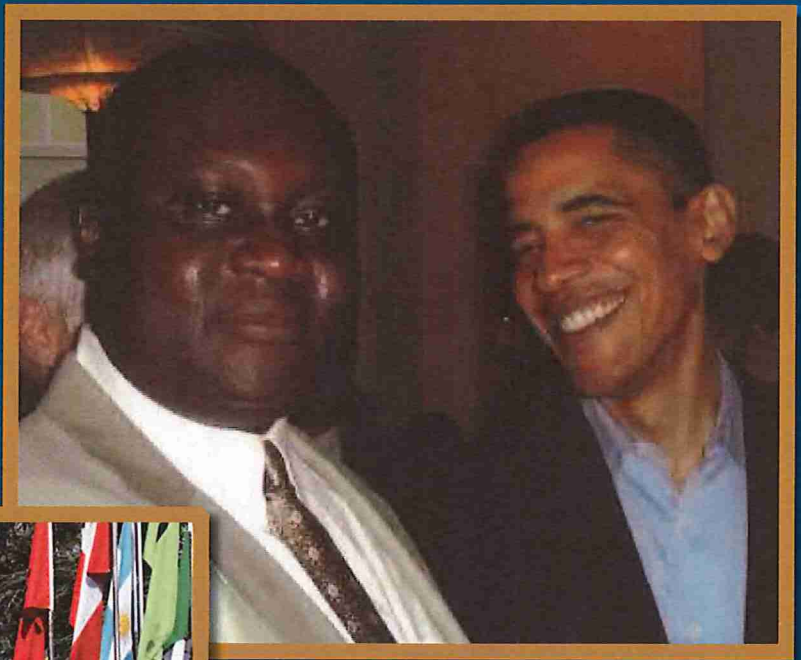
AFRICOM will work closely with, and in support of, U.S. Embassies and diplomatic missions across SSA. However, the USAID will continue to be the lead U.S. agency for development and humanitarian activities. In sum, AFRICOM is responsible for U.S. military relations with 53 African countries, including the Islands of Cape Verde, Equatorial Guinea, Sao Tome and Principe, and the Indian Ocean Islands of Comoros, Madagascar, Mauritius, and Seychelles.

AFRICOM is expected to have an overall favorable impact in SSA, especially in the host nations in terms of political stability, economic growth, and attraction of additional foreign capital investment.

U.S. President Barack Obama

The 44th President of the United States, Barack Obama forged an Africa policy rooted in security, political, economic and humanitarian interests. The Obama administration's three key objectives in Africa aimed to facilitate the continent's integration into the global economy; encourage peace and security in the African states; and strengthen relationships with African governments, institutions and civil society organizations committed to democracy, accountability and reducing poverty in Africa.

Obama's Kenyan roots and attention to the continent infused optimism among Africans worldwide, many of whom believe Africa will emerge as a global economic leader in the 21st century.



Herbert Igbanugo with Barack Obama in Minneapolis, MN, on June 29, 2007



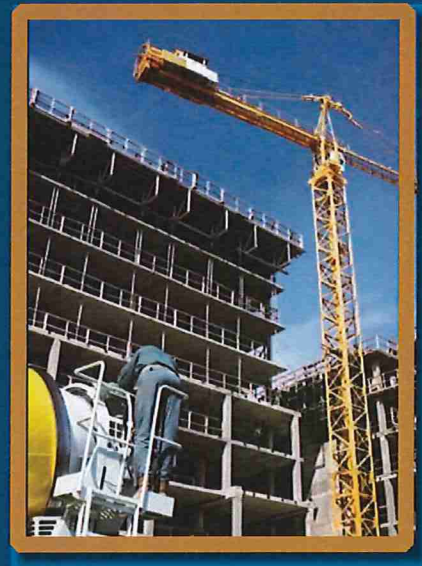
INFRASTRUCTURE DEVELOPMENT

In recent years, infrastructure development has grown exponentially in SSA and involves high risks, rewards, countless uncertainties and unknowns. The African Growth and Opportunity Act, the Millennium Development Goals, the African Union (AU) and its economic development vehicle, the New Partnership for Africa's Development (NEPAD), continue to spearhead this surge. To successfully execute these transactions, one must often concurrently address a range of complicated issues, especially in multi-jurisdictional projects. Success and seamless implementation and/or operational efficiency require locally knowledgeable and globally sophisticated professional personnel.

The world sees one Africa. We see so much more because we are equipped with clearer eyes. In this complex region, no two countries are the same. Every country has a distinct culture, economy and a unique way of doing things. We deeply understand these disparities because we are motivated to master the dynamics of each local market and community.

We possess the global perspective, regional vision and country-by-country socio-cultural fluency to successfully execute even the most complex SSA transactions. We offer superior expertise as well as sophisticated operational perspective. Success depends on the ability to navigate what are often complex, highly structured transactions with intricate regulatory schemes and elusive governmental policies in fervently competitive markets.

Our professionals and strategic alliance consultants have successfully handled the planning, development, financing, and operational management of a wide array of infrastructure assets across SSA. We are phenomenally positioned to offer our intercontinental clients brokerage representation on a broad range of infrastructure development projects and transactions in SSA. Our cultural competency and extraordinary knowledge of the socio-



-economic and political variables in the emerging free market economies of this region enable our clients to confidently rely on us.

We host a resolute commitment to successfully guide clients through the entire spectrum of infrastructure development projects, including: power generation, transmission and distribution; oil and gas transactions including gas pipelines and liquefied natural gas; petrochemicals; transportation and logistics; commercial property development; hospitals and medical institutions; and mining and metals projects.

Simply put, we bring our clients the exceptional resources and support they need to be successful in all phases of business and infrastructure development in SSA. Our unparalleled ability to operate on both sides of the Atlantic places us squarely in a niche to deliver world-class services in SSA consistent with American ethical standards, which is a serious concern for U.S. corporations operating in this region of the world plagued with corruption.

GENERAL CONSULTING SERVICES

AQS is affiliated with major development consulting and strategy firms, both in the U.S. and SSA. Our services include formulating competitive business and market strategies that empower our clients to identify and pursue viable investment opportunities. We draw upon leading African experts on marketing and strategy to meet the needs of our clients.

Our mastery of SSA's business culture, complex laws, elusive government policies, unpredictable socio-political climate and economic trends is real. ***We understand this continent like the people who call it home because for some of us, it is home in every sense of the word.***

Aided by the internet and globalization, sustainable development and market growth are occurring across SSA. We guide clients through a process that integrates our unique synthesis of planning tools and strategic concepts to ensure that a corporate entity realizes its true potential in SSA.

We guide our clients in penetrating and competing effectively in the SSA marketplace, to comply with the law, manage risk, protect the company's assets and adhere to admirable values. Our goal is to support and nurture our clients' aspirations by providing them with strategic initiatives, innovative solutions, deep insight and unmatched results.

Our maxim is that corporate identities do not emerge from nature - people create them. We are ideally positioned to open up niche markets for our clients in SSA. We focus on helping entrepreneurs succeed and aiding established firms to achieve unfettered prosperity. We have set an enviable standard for ourselves and we are continually revamping our processes. ***We help viable ideas happen – matching the vision of businesses with our own, because we believe that it takes vision to see vision.*** Together, we can turn your novel ideas into big business in SSA.

Core and affiliate group industry experience includes internet services, pharmaceuticals, oil

industry support services, medical equipment, telecommunications and telecoms, electronic equipment, software, industrial and engineered products, transportation, automobiles, auto exports, travel and tourism, entertainment and music, advertising, financial services and real estate.

Along with an approach that promotes systematic analysis, we employ the key strategy of "tailored to fit" formal market entry and operations strategy. If you show us your vision, we will magnify it.

Our network has proven expertise on an extensive range of topics, including:

- Direct Advocacy Engagements With High-Level Government Decision Makers and Industry Leaders
- Complex Legal Due Diligence
- Anti-Corruption & FCPA Compliance
- Brand Equity and Development
- Business Ethics
- Channels of Distribution and Distribution Strategy
- Competitive Strategy and Demand Forecasting
- Franchising
- Marketing Strategy and Planning
- Pricing Strategy, Policy, and Product Placement
- Trademark and Copyright Evaluations, Patents, and Brands
- Press and Public Relations
- Venture Capital Investments
- Foreign Direct Investment in Sub-Saharan Africa
- Airport & Seaport Site Security & Training

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