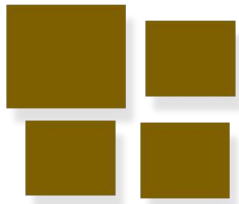
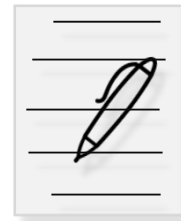




UPC INTERNATIONAL



Background



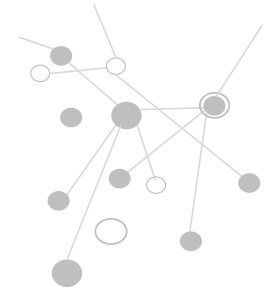
Global Capital



Strategic Management



Saudi Model Formulation



Value Creation

FOR THE MARKET OF KINGDOM OF SAUDI ARABIA





First Chapter

Background



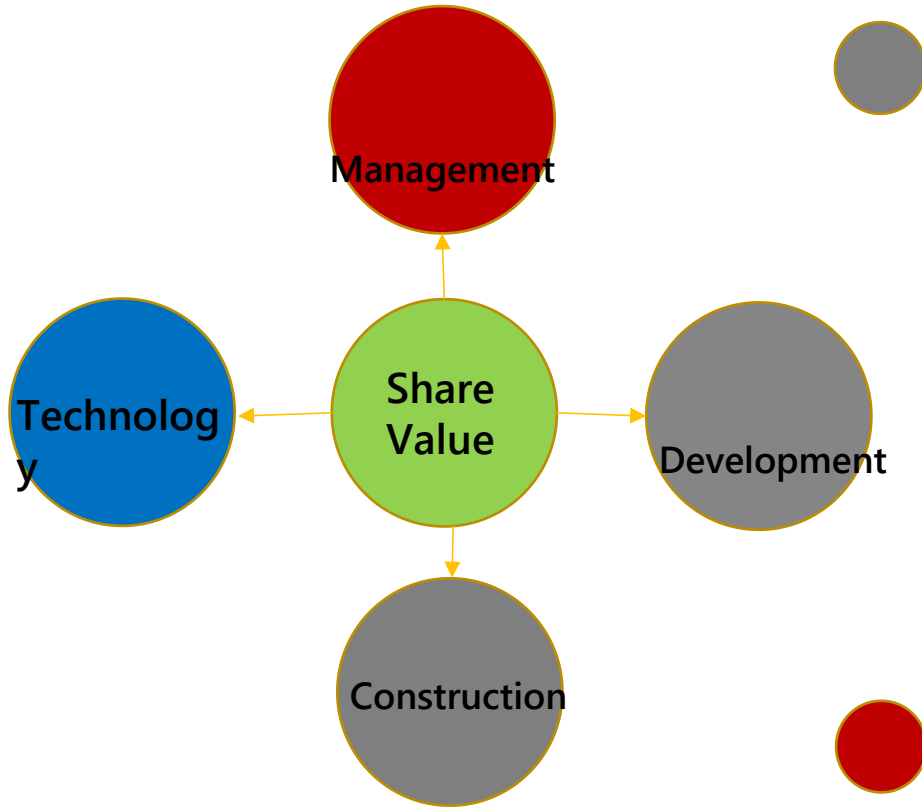
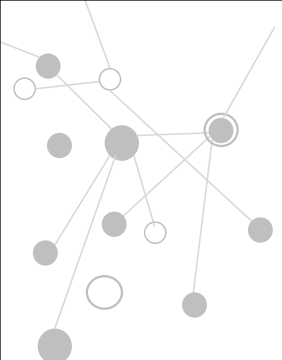
Experiences

1 UPC International is composed of well-known enterprises and excellent partners from Singapore, Mainland China, Hongkong, Taiwan, Germany, Austria, France, Britain. It aims to achieve a sustainable multilateral beneficiary model through a more innovative, open and inclusive approach.

3 We are specially active and supportive of the major projects in the One-Belt-One-Road program with SOES (state-owned enterprises), some SOES have already signed strategic cooperation agreement and some have set up JV with us based on special project of one region.

2 Our directors has been senior consultant of Microsoft, Xerox, Dell, Symantec, Alcoa, Digital China, PICC, Minsheng Bank, Everbright Bank and Bank of China, and once ever as the planner of Singapore direct investment to China in the 1980s and succeeded in industrial manufacturing cooperation.

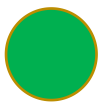
4 Our shareholders and partners act as financiers/facilitators and will actively participate in every aspect of business implementation. We have more than 40 years of experience in international financial services in capital markets. We work with capital markets, large foundations and regulatory asset management agencies in London, Paris, Singapore and Hong Kong to promote project financing/financing.



Partners

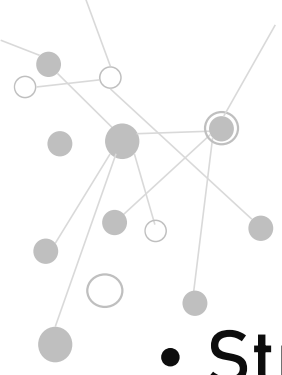
Partners

Alliances
Joint venture

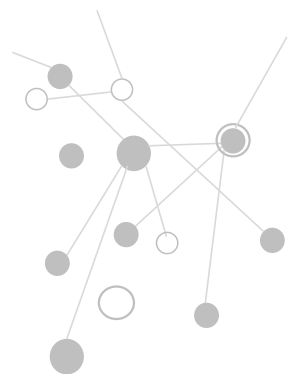




- **UPC is the extraordinary planner and actioner of the cooperation format of Alliances and Joint Ventures, which is playing significant role in international business.**
- **An international alliance is comprised of two or more firms from different countries, including cross-marketing agreements, technology-sharing agreements, production-contracting deals, and equity agreements.**
- **Especially UPC uniqueness is the equity joint venture, which involves a financial investment by the MNC in a business enterprise with a partner. Many variations of this agreement adjust the degree of control that each of the parties will have and the amount of money, technological expertise, and managerial expertise each will contribute.**

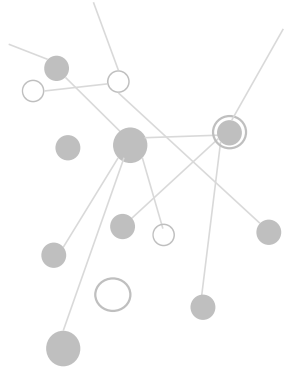


- Strategic planning is critical to the success, and these efforts are being conducted both at home office and in the subsidiaries. Three common approaches to formulating and implementing strategy are (1) focusing on the economic imperative
- (2) emphasizing the quality imperative (3) implementing an administrative coordination strategy.
- Many strategies fail to deliver results because they fail to change behavior. The winning strategy is designed with the first line as the goal and the same line as hand in hand. It is well understood by the whole organization.

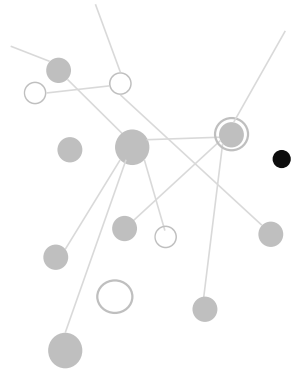


Second Chapter

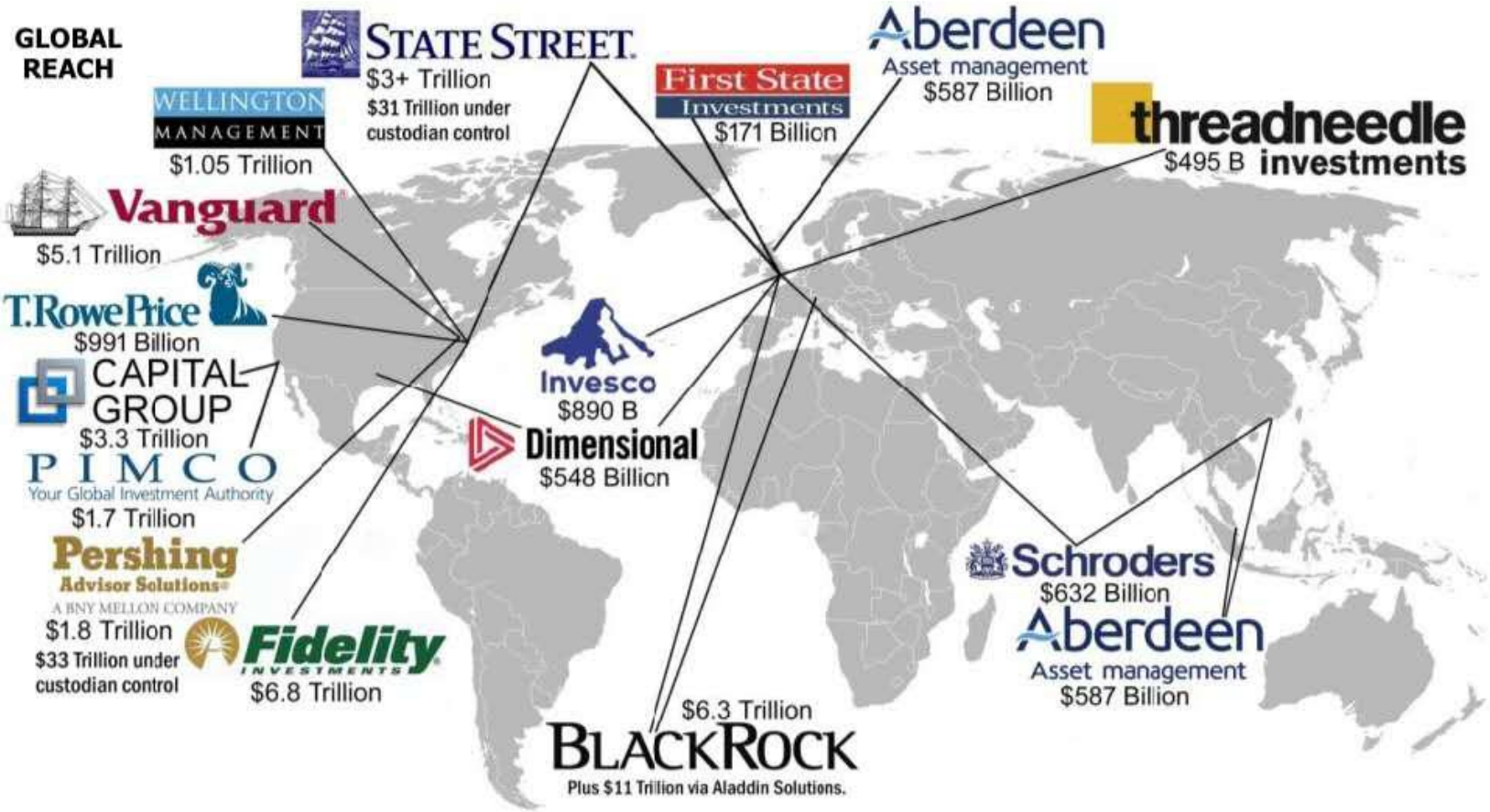
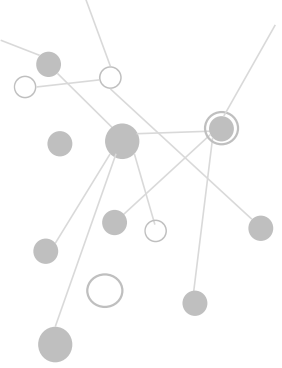
Global Capital



- Our partner has over 40 years of international banking / finance experience in leading international capital markets. We are international banking in business specialists, providing technical experience in banking / finance for major projects. We assist large corporations in sourcing best project funding solutions and where needed, suitable technology for most project objectives.
- CORPORATESERVICES:
 - **What we provide:** ▫
 - Project management for large scale projects.
 - ▫ Conventional finance / funding structures through regulated transnational, asset managers via international banks.
 - ▫ Facilitate financing for approved commercial land eco-focused projects. ▫ Equity and / or Joint Venture partnership alternatives.



- Every major project presents unique needs and objectives. We work as part of your team to assess and meet the project challenges, taking a solution orientated approach, focused on delivering practical options.
- **Project Funding global market options:**
 - ▪ Conventional Bank finance: EBRD, EIB, HSBC, Deutsche Bank, UBS, Credit Suisse, BNP Paribas, Commerzbank, Society Generale, Barclays Bank, NatWest, RBS, Citi-Bank, Lloyds Bank, Morgan Stanley, Bank of America, JP Morgan, Goldman Sachs, etc..
 - ▪ The Stock Market listing: market listing to attract many investors to raise the necessary capital money for the project.
 - ▪ Equity / Joint Venture Capital arrangements: Private options.

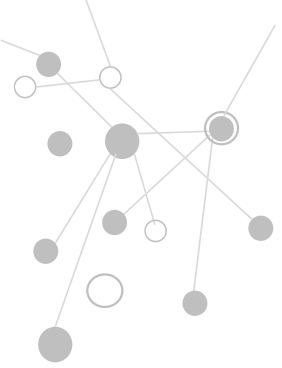




- **Asset Managers / Hedge Funds: Private, non-bank options.**
- **The Bond Market: Facilitated through major banks, law firms and bond specialist companies: including KPMG, PwC, Ernst Young, Deloitte, JPMorgan, Goldman Sachs, Morgan Stanley, Barclays Capital, HSBC CitiGroup, Oakmark, Fidelity, Vanguard Group, Blackrock, Capital Group, State Street, T.Rowe Price, DFA.**

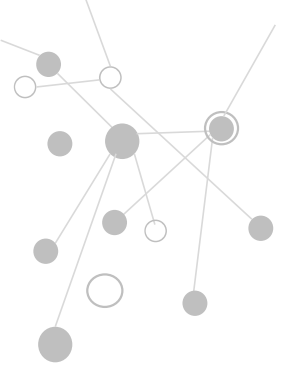
We have international experience in finance/banking and project funding consulting and outsourcing other professional expertise on project that combine forms of structured finance techniques such as:

<i>Conventional bank financing options</i>	<i>Investment equity and joint venture options</i>
<i>Project bonds and structured products</i>	<i>Portfolio financings and asset/debt structures</i>
<i>Alternative and leveraged financial products</i>	<i>Bond and treasuries project funding channels.</i>

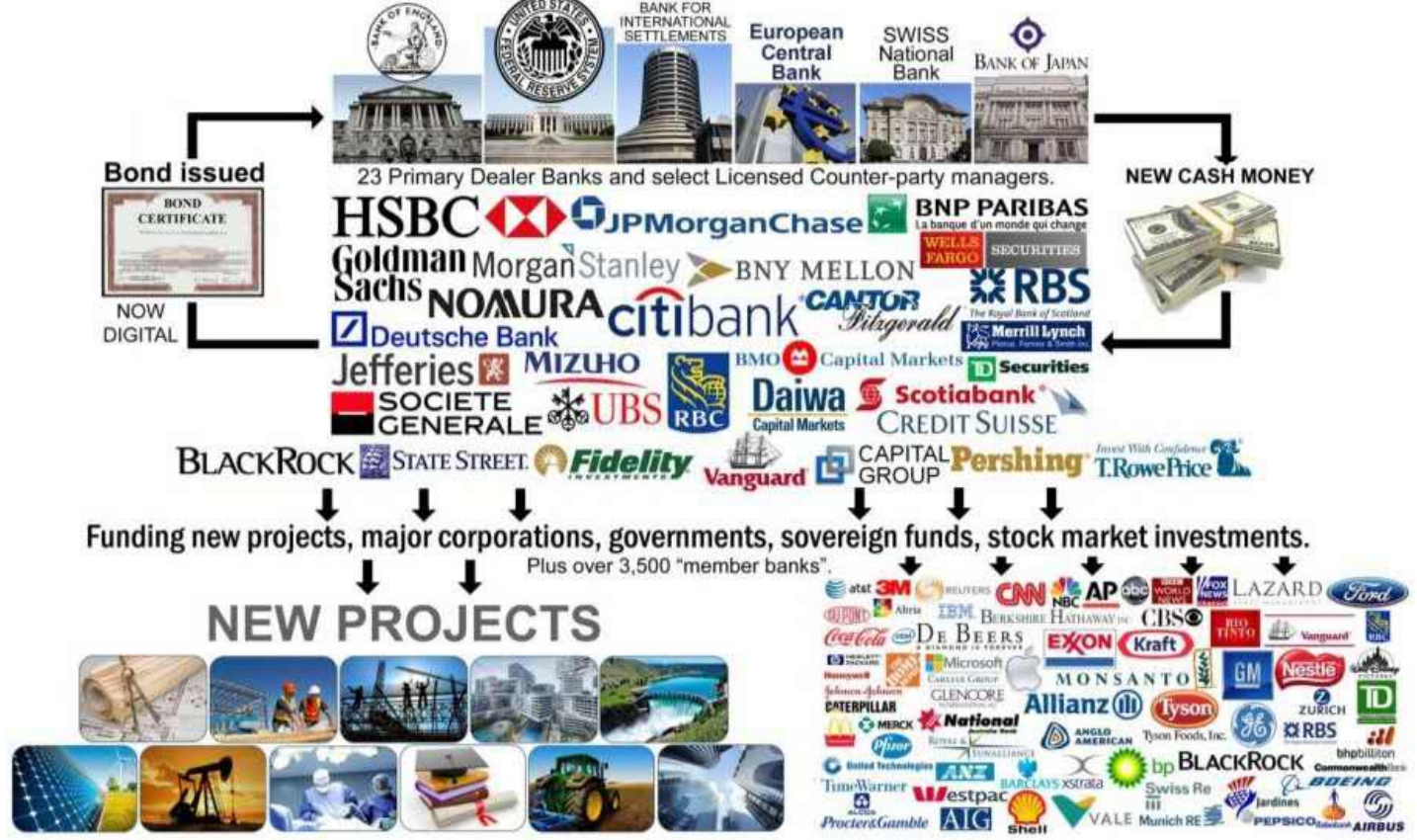


Conventional Bank Finance options:

Supra-National	European Banks	China/Russia	Switzerland
<p>The giant, supra-asset managers of the leading banks and trans-national corporations (US Fed. Licensed Counterparties):</p>			



Over 85% of the global monetary system.





- **INTERNATIONAL PRESENCE:** It is committed to building value for its clients by providing access to major capital markets. It aims to deliver project funding solutions and related management services, whilst ensuring professional integrity with executive level experience and interaction throughout the world.
- **PAST PERFORMANCE:** In the 40+ years experience in banking, financial services, the management and associate members have been involved in project funding and, or consultation in the United Kingdom, various European Union countries, Russia, Australia, Turkey, Georgia, Azerbaijan, Kazakhstan, South Korea, Ukraine, others.



Professionalism, Integrity,
Industrious, Global service.



Third Chapter

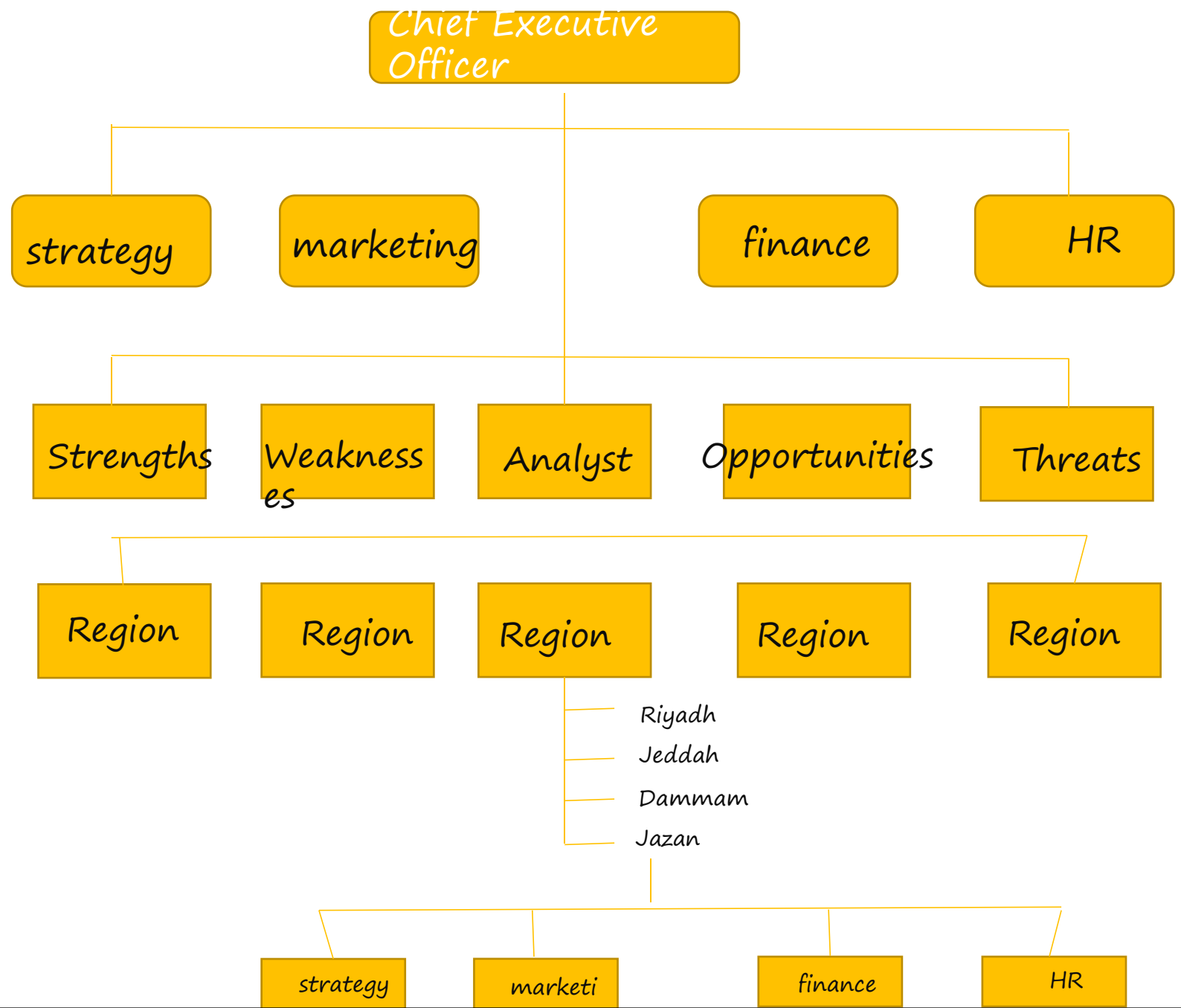
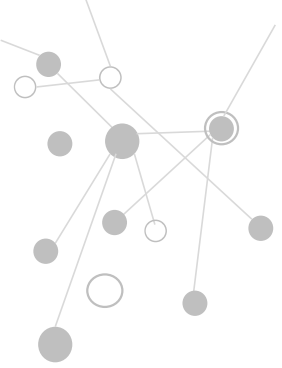
STRATEGIC MANAGEMENT



First – Mover Strategies

- UPC International group during its global development has been accumulating rich experiences, it is playing the outstanding role of leading MNCs to make strategic planning, management and control, and selecting diversified development strategy and organization structure for entering different countries, which including how to plan the alliances with firms born in host countries to mitigate or avoid the political risks and present the control techniques of transnational management.

In general, in particular industries and economic environments, significant economies are associated with first-mover or early-entry positioning—being the first or one of the enter a market. These include capturing learning effects important for increasing market share, achieving scale economies that accrue from opportunities for capturing that greater share, and development of alliances with the most attractive local partners.



Home-office departments

Operating divisions

Chief Executive Officer

strategy

marketing

finance

HR

Strengths

Weaknesses

Analyst

Opportunities

Threats

Region

Region

Region

Region

Region

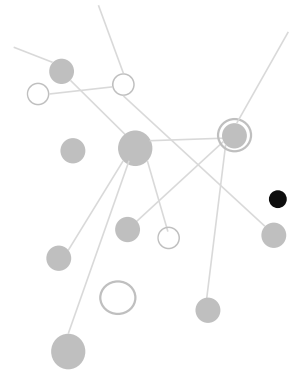
- Riyadh
- Jeddah
- Dammam
- Jazan

strategy

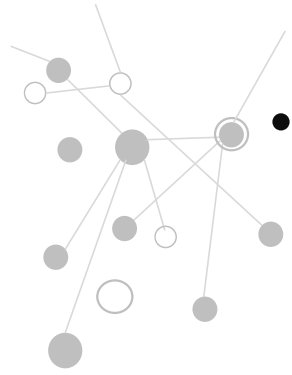
marketing

finance

HR



- **International Entrepreneurship has been defined as “a combination of innovative, proactive, and risk-seeking behavior that crosses national borders and is intended to create value in organizations”. The internationalization of the marketplace and the increasing number of entrepreneurial firms in the global economy have created new opportunities for new-venture firms to accelerate internationalization.**
- **MCSs typically turn to global structure arrangements when they begin acquiring and allocating their resources based on international opportunities and threats. This international perspective signifies a major change in management strategy, and it is supported by the requisite changes in organization structure. It is important to remember that a structural framework is chosen only after the basic strategy is formulated.**



- The global orientation or setting of technical solution or product innovation under the analysis of SWOT, which were used at mature condition during its execution (e.g. construction), operate as profit centers. They are in the growth stage of the life cycle. So they need to be promoted and marketed carefully. In doing so, global division managers generally run the operation with considerable autonomy; They have the authority to make important decisions.
- A global structure provides a number of benefits. If the firm is very diverse (e.g. unrivaled technologies, equipment investment, EPC+F), the need to tailor the solution to specific demands of the customer becomes important. A global arrangement can help to manage this diversity.
- Another benefit is the ability to cater to local needs. If many geographic areas must have the solution modified to suit their particular desires, a global structure can be extremely important. Still another benefit is that strategy, marketing and finance can be coordinated on a solution-by solution global basis.



- We have been engaged in business structure for 30 years, involving international market strategy, construction and management professional structure, joint ventures and mergers and acquisitions.
- We make use of years of experience in strategy formulation and implementation to cooperate in depth with excellent enterprises with common values and development concepts in Chinese partners.
- In 2018, we were nominated by SUPERBRAND International. The award was awarded for leadership, strategic innovation and excellence through research and analysis conducted by leaders, civic groups, entrepreneurs and public relations strategists under the Super Brand Council.



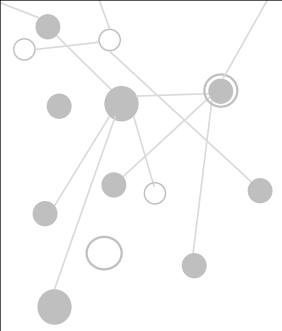


Forth Chapter

SAUDI Model Formulation



- For Saudi market, we describes the process for developing productive relationships with governments and for managing alliances with local partners, many of which are influenced by home-and host-government relations.
- Economists in the Kingdom claimed that in coming years, with a growing population there will be greater demand for schools, hospitals, and other public services.



Formulation Model Example

1

Intelligent Machine Manufacturing

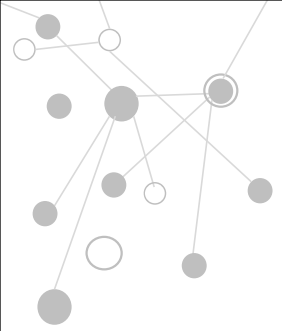
Installation
&
Training

Production

Advantageous Building Technology

Know-How
Transfer

Engineering
&
Planning



2

Green concrete

- Save 40% cement
- Save 8-15% cost
- Reduce 30% CO2



Desert sand revolution

We enable desert/dune sand to be used for concrete production.

Smart PC factory

- Responsive & Flexible designs
- Programmed & Cost certainty
- Shortened build times

Precision connection

An award-winning fast connection system for assembling precast in reinforced concrete construction

3

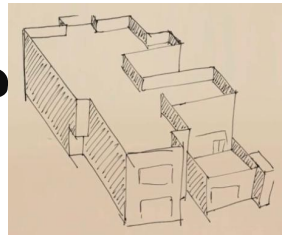
Industrial Chain



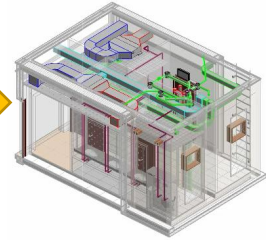
Desert Sand Pelletizing
3 diff types

- Less Cement
- Less Water
- Desert sand

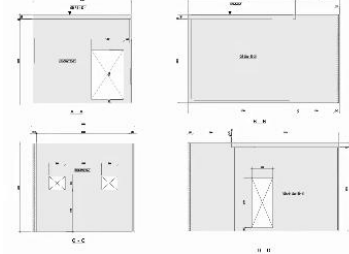
EPC



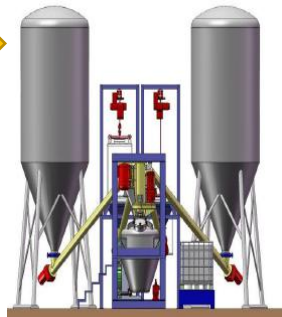
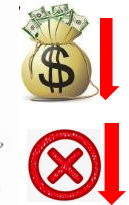
Architect Drawing



Virtual Structure



Precast Panel 1:1 drawing



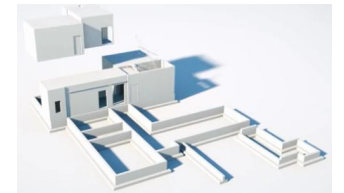
Mobile two stag Concrete Mixing for on site Precast

- No transportation
- Better surface



Mobile Precast Factory

- No transportation
- Much less cost
- Job in time, faster

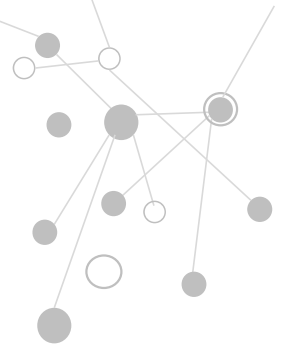


Mobile modular factory

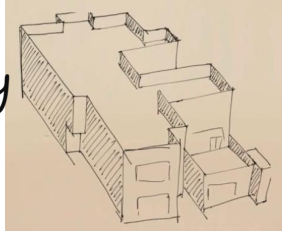
- Less labor intensive
- Much less cost & fast
- Job in time, less messy
- higher quality

4

Added value

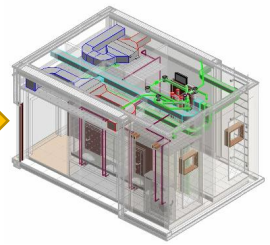


Quantity
timing



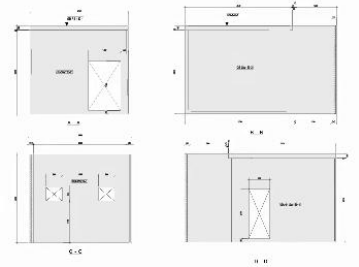
Architect
Drawing

Info



Virtual
Structure

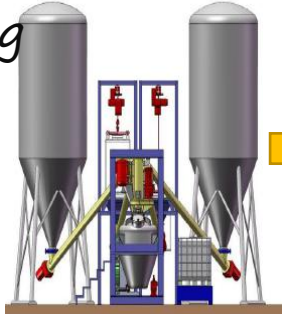
Info



Precast Panel 1:1 drawing



Shipping
Info



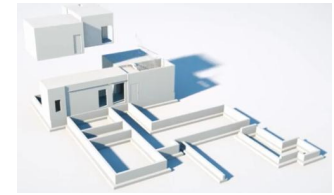
Mobile two stage
Concrete Mixing
for on site Precast



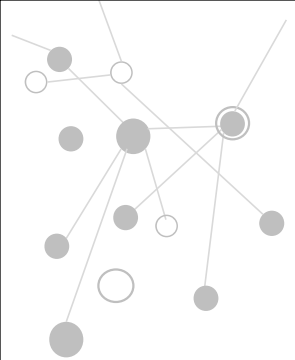
Mobile Precast Factory
-No transportation
-Much less cost
-Job in time
-

Info/RFID

House
Info
RFID



Mobile modular factory
-Less labor intensive
-Much less cost & fast
-Job in time, less messy
-higher quality



5

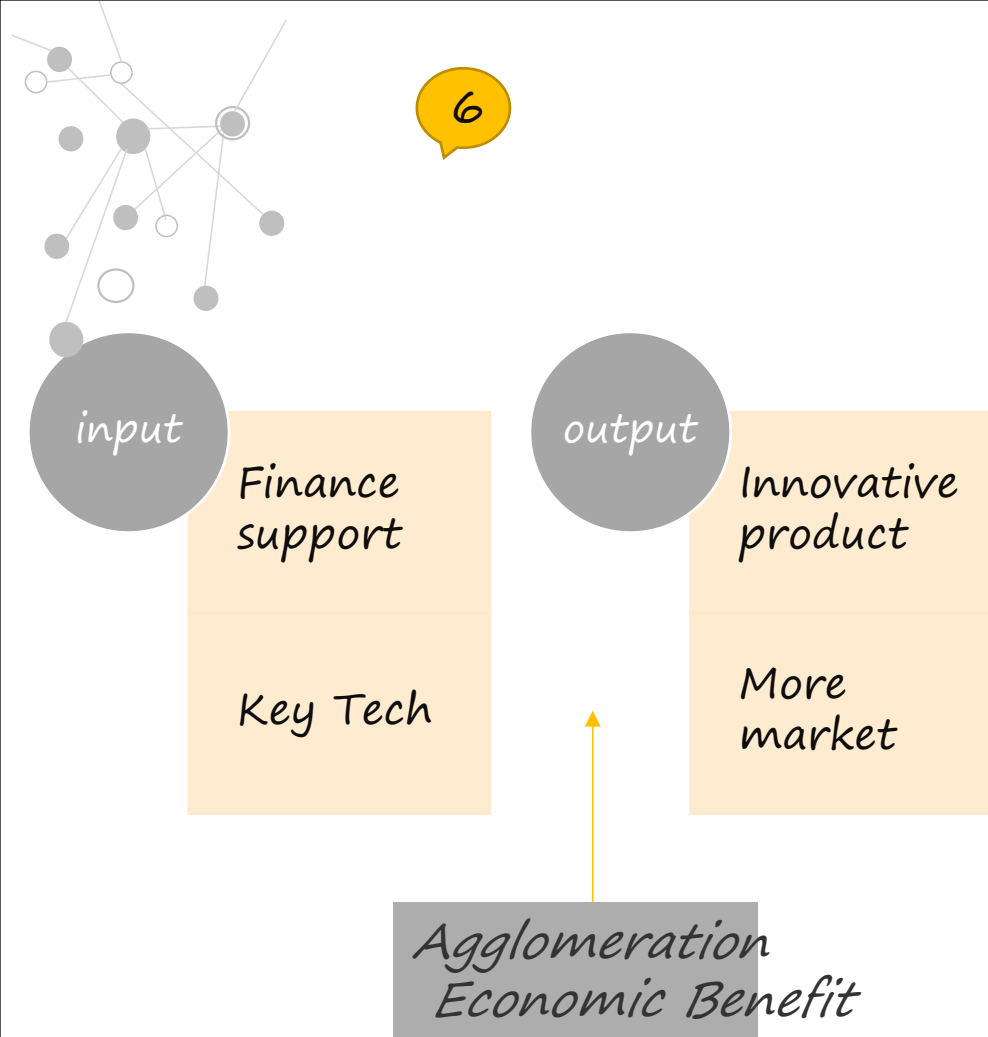
Philosophy of Industrial chain investment

combination between industry and finance

The stronger the industrial linkage is, the closer the industrial chain is, the better the supply chain is, and the higher the efficiency of resource allocation. Through the integration of industrial chain and supply chain, enterprises with different advantages can be linked to achieve the best value of each link in the industrial chain, and then the overall optimization of the enterprise industry chain is realized. Moreover, resource integration based on industrial supply chain and value chain can lead to cost leadership.

The combination of capital and industry is the trend of the times... ..

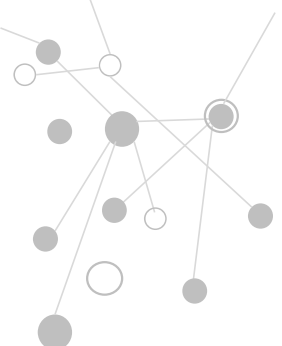
6



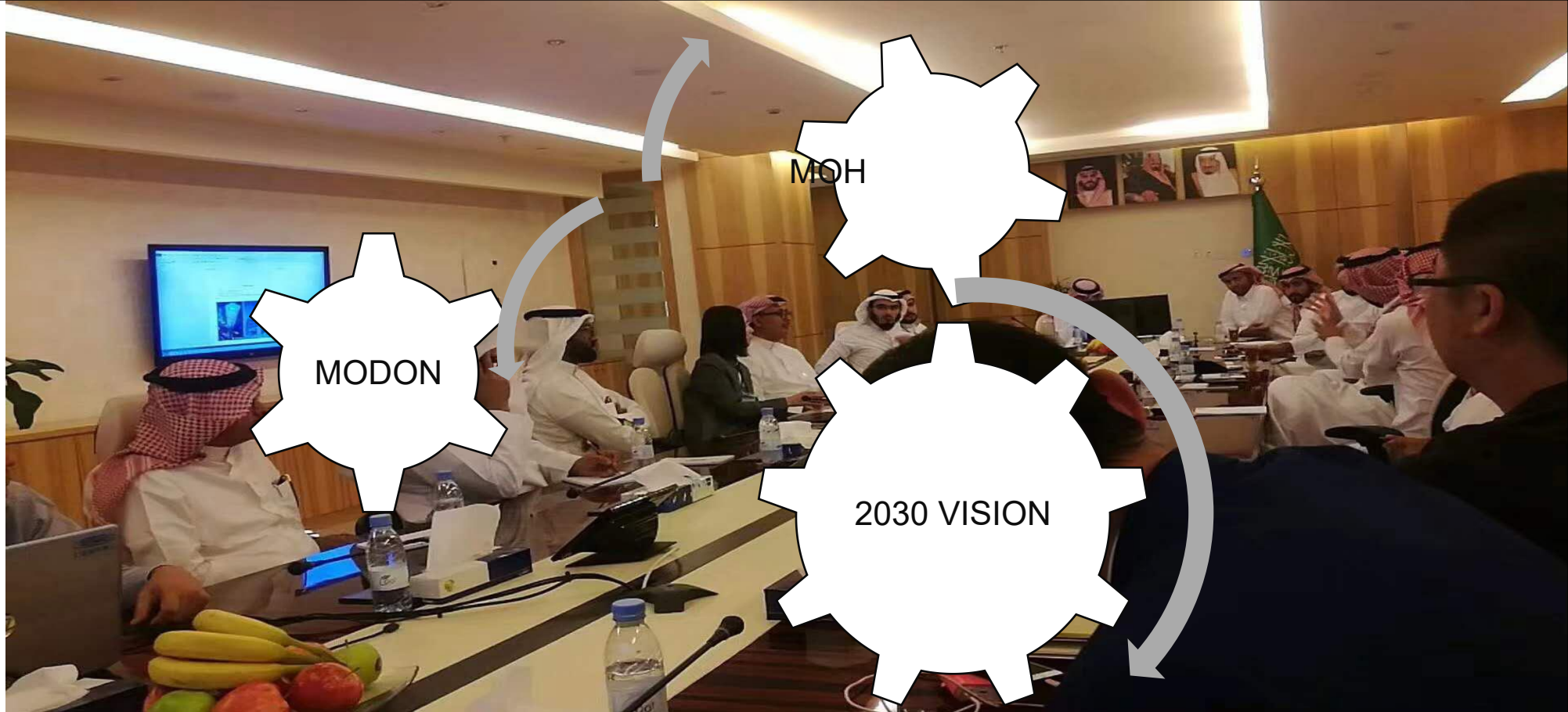
The narrow sense industrial chain refers to the complete chain of production departments from raw materials to terminal products, which is mainly oriented to the specific manufacturing links.

The broad industrial chain extends to the upstream and downstream as far as possible. The extension of the industrial chain to the upstream generally leads it to the basic industry link and the technological R&D link. The extension of the industrial chain to the downstream generally leads it to enter market expansion link.

- 1. is beneficial to the reduction of enterprise cost.*
- 2. is beneficial to the core advantages of our JV enterprises.*
- 3. is conducive to the formation of innovation atmosphere.*
- 4. is beneficial to create "brand" and large market share*



Derivable Results

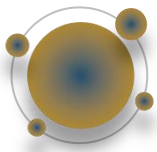


MOH MODON 2030 VISION respectively signed memorandum of understanding with UPC
The part with MOH is focusing on residential projects.
The part with MODON is focusing on industrial projects.
The part with 2030 VISION is focusing on investment incentives.



Fifth Chapter

VALUE CREATION



Eco-cooperation effect

cross-border cooperation



Business ecological environment has changed enormously, and new business species are rapidly evolving and expanding by adopting new ideas of cross-border cooperation.

Focus of the Needle Tip



- The more professional, the more essential;
- The essence of business is to discover and create value.
- Business communication itself is not difficult, it is difficult to artificially create a variety of time costs, and the



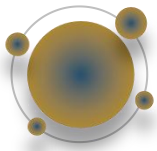
New Value Creation

- From the perspective of business ecology, we should rediscover new opportunities and integrate internal and external resource endowments in order to achieve new value creation.



New Partner System

- Screening and nitpicking of projects
 - Especially harsh on project feasibility and value
- Pay attention to ecological cooperation and protect the rights and interests of participants
 - Pursuing Sustainable Development and Deep Cooperation Based on Cooperation and Trust



Elements

The following elements are the foundation and premise of UPC guaranteeing value creation and Realization

International think tanks

Forward-looking vision,
inclusive judgment



Subdivision and niche

The ability to subdivide &
niche creation



Core technology

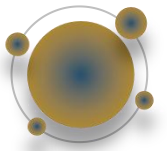
Awarded and patent
Pioneering
Continuous investment



Strategic business

Only a shared business model can be
a win-win outcome





Value



Our Partners

It must be strategic and ecological!

Business model is a value creation system. The whole system can be divided into Value proposition, value generation, value maintenance and value realization

Part.

From the perspective of value creation, the function of business model is better explained.

The real business model is the "ecological organization model"



