



## Word From the President

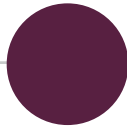
*Since my early beginnings in 2001, I have had a natural propensity to the international affairs and business development, seeking new challenges, and that tendency turned into a passionate profession. After some considerable consulting exposure for private and public sectors in France, UK, Asia, North America and the Middle-East, it wasn't hard for me to draw an enticing image of a corporate existence in Beirut, which led to conceptualize and establish "MasterMinds" the firm. During the past years master minds has proudly delivered more than a dozen distinguished developments to meet and exceed expectations.*

*To ensure it stands to the responsibility and its commitment to un-matched quality of services and deliverables, MasterMinds invested in its own infra structure and pool of expertise, through bringing together an exceptional team of business gurus to manage the company's strategic growth.*

*This team has successfully armed the company with an extensive regional and global network and world renowned experienced resources to ensure no compromise is ever accepted when it comes to quality of service and reliability of our consultancy and deliverables.*

*We aim at rising above expectations and at setting new standards in business and consulting scene. This will make MasterMinds the partner of choice for all incoming regional and international investments.*

*Mireille Choufany*



masterminds<sup>•</sup> helps organizations improve their performance, primarily through the analysis of existing business problems and development of plans that will help businesses achieve their targets. Whether you are managing today's issues or looking beyond the horizon. We assist you to be prepared for what's next. masterminds<sup>•</sup> works with clients to deliver results that last. Every day, government agencies, corporations, institutions, and non-profit organizations rely on masterminds<sup>•</sup> expertise and independence, and on the united capabilities and commitment of our team to create solutions and seize opportunities. masterminds<sup>•</sup> is actively present in Beirut, Paris, Athens, Dubai, Bangkok, São Paulo and many other locations in south-East Asia.



*from small beginnings come great things*

masterminds<sup>®</sup> is an international Management and Consulting corporation driven by a dynamic team of young professionals, specialized in their respective fields.

With rapid expansion and development the company bursts into the International scene and has built a successful portfolio in the consulting field providing our clients with expertise in the following industries:

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Strategic Consulting

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Strategy Development

Strategic Planning

Organization Model/Design

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Feasibility Studies & Business Plans

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Brand and Franchise Development

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Recruitment Consulting

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Property Management

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Money Haulage

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Executive Service





## Our Business Principles and our Commitment to Clients

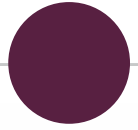
We began our work by evaluating the relevance of our Company's Business Principles; they were codified and we defined our fundamental expectations for the way we should interact with our clients, manage our business and attract, retain and motivate our employees.

We concluded that the firm's Business Principles are as relevant today as ever. However, our business has evolved and become more complex in recent years, presenting challenges that require us both to strengthen certain core client service values for all interactions with clients and to describe more clearly our role-specific client responsibilities.

The core client service values of integrity, fair dealing, transparency, professional excellence, confidentiality, clarity and respect are embedded in our Business Principles and express how we intend to conduct ourselves in each and every client interaction. In terms of our role-specific client responsibilities, across our various businesses we act in many capacities, including as an advisor, service provider, and market maker.

Each of these capacities requires that we fulfill specific responsibilities to our clients.

*we stress creativity & imagination in everything we do*





## It's Our People Who Make the Difference

In a service business, we know that without dedicated, talented and thoughtful people, we cannot be the firm we aspire to be.

Our people are our most valuable asset. masterminds<sup>®</sup> recruits, develops and retains the most outstanding analytical and creative minds, fostering their development in a way that enhances their value to our clients, to themselves and to our firm. With consultants of 32 nationalities and a wide range of educational and professional backgrounds, we offer a diverse and international working environment.

We are committed to maintaining a culture of diversity, integrity and strong business principles.



# Our Services



Strategic Consulting



Feasibility Studies & Business Plans



Brand and Franchise Development



Recruitment Consulting



Property Management



Money Haulage



Executive Services





## Strategic Consulting

### Organization Structuring and Engineering

Organizations must function in relationship to their environment; therefore, their design should suit their purpose and environment. Our approach to organization model and design begins with a full assessment to determine the strengths and weaknesses of the current model and progresses to designing it to fit the mission. We help create organizations whose people and processes are appropriately aligned with their purpose and environment.

### Strategic Planning

We leverage best commercial practices to help our clients reinvent their strategic planning processes. We help provoke questions and facilitate conversations rather than create documents, rely on facts to make key decisions, and involve those expected to implement the strategy in the planning process. We help clients decide where to focus and how to allocate resources.

### Strategy Development

We help our clients formulate strategies that enable them to meet their mission and goals by taking advantage of the opportunities presented in highly uncertain and rapidly changing environments—while also managing the risks. We help clients incorporate a long-term perspective into their strategies, while focusing on the best way to get results.

## Feasibility Studies & Business Plans

Taking on a new Business is a serious decision. It is important to plan exactly what you will need to do to ensure your venture will be a success. Only then can you judge whether you are likely to be able to achieve the income and rewards that you desire. Most importantly, each also has its own funding requirement, something you should seriously consider.

Partners may also want to be convinced that you know what you want to do, and that your plans are right. For these reasons it's important to make a complete feasibility study and business plan.

### Setting up a business is divided into seven main sections designed to guide you through the various elements of preparation for moving forward

The money you'll need

Prior preparation

Legal and financial preparation

Operational administration

Equipment

Staff

Licenses and licensing

### A business plan helps you to

Consider all aspects of the business

Decide the best course of action to take things forward

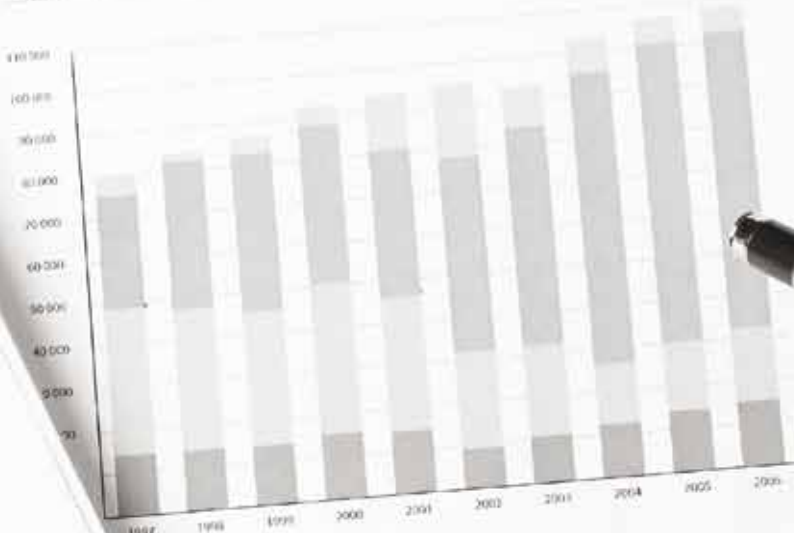
Have a clear understanding of the New Business and how you can make it work

masterminds' experience in financial feasibilities, valuations and Business Plans covers a wide range of industries and transactions, bringing you the added-value of our insight into key factors of relevance to the study of your project or company.





FIGURE 2 — EU REVENUE 1997-2006



State revenue (including surplus from the previous year)  
 MVDG-based over-revenue  
 based on revenue  
 Federal debt reduction

CONTRIBUTION BY MEMBER STATE AND TOR COLLECTED ON BEHALF OF THE EU, IN 2006

100%	108,738.2	100%
97.4%		
2.1%		
0.5%		
1,826.2		2.6%
100%		

REVENUES SUPPORTING CORE ACTIVITIES  
 following chart provides a breakdown of revenues supporting core activities for the fiscal year ended June



REVENUES SUPPORTING CORE ACTIVITIES  
 (DOLLARS IN MILLIONS)



The following chart provides a breakdown of revenues supporting core activities for the fiscal year ended June 30, 2003

Revenues to support UC Davis' core activities of over \$2 billion, including those classified as

Category	2004	2003	2004	2003	2004	2003
(1) 2004-based over-revenue (including balance from previous years)	29,127.3	52.7%	26,521.0	43.0%	34,259.3	42.4%
(2) 2004-based over-revenue (including balance from previous years)	18,172.0	18.9%	18,000.0	25.9%	20,012.7	25.4%
(3) Other payments from the State (1)	28.1	0.1%	-87.0	-0.1%	-114.0	-0.1%
(4) Other payments from the State (2)	-35	-0.0%	3.1	0.0%	-7.8	-0.0%
(5) Total General Contributions (1+2+3+4)	47,262.4	71.1%	44,467.1	70.8%	54,190.2	70.9%
(6) Total	67,424.8		62,934.1		78,202.9	
(7) Total	13,257.4	19.7%	18,467.0	29.2%	24,012.7	30.9%
(8) Total	80,682.2	100%	80,401.1	100%	102,215.6	100%
(9) Total	7,387,265.4		7,719,426.1		8,122,200.0	

## Brand and Franchise Development

With deep roots in franchising, our Brand and Franchise development process helps companies of any size truly understand their brand development and leverage it to its fullest advantage.

Branding is often a source of confusion and frustration. Many companies and individuals misappropriate energy and budget on poorly designed marketing and sales strategies that lack clear definition. In today's global business environment, too often brand strategy is not developed, brand synergy is non-existent, and branding becomes a symbolic word that lacks impact on the bottom line or performance. When in reality, the brand is the fuel for the corporate motor. Without branding, operations become cyclic.

Identifying the best opportunities and approaches is at the core of our Franchise development service, by carefully designing and developing franchise systems and consumer strategies, translated to a complete franchise system and procedures, brochures, websites, portal advertising, e-marketing campaigns in a creative, consistent, branded and powerful way to cost-effectively deliver qualified prospects and increase market share.

We help create messages and strategies that connect with the global marketplace and increase profits.

**While recognizing that the old way may still be the best way, we constantly strive to find better ways to excel client's businesses.**



*bringing the world to your business*



*we strive to match talent with opportunity*



## Recruitment Consulting

As a human resource management function, recruitment is one of the activities that impact most critically on the performance and goal achievement of your company. masterminds' belief that a successful company's most essential asset is the people that they employ. It is with this professional understanding that masterminds acquired a pool of qualified applicants from which we can help you to fill vacancies as and when required across all functional disciplines.

masterminds' *Recruitment Service* enables HR & recruiting managers to focus on final selection leaving the attraction, screening and short listing activities to us. This is a comprehensive service that drives demonstrable process improvement as well as significant cost savings.

**The strength of an employer brand is a key element in successful candidate attraction and we work closely with our customers to**

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Develop your employer brand

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Position you as an employer of choice

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Reduce your cost per hire

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Implement consistent recruitment methodologies

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Deliver within tight time scales

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## Property Management

masterminds property management is one of the fastest growing services within the building and property sector.

As more and more people are investing in a second home or apartment, they are realizing that the cost of maintaining buildings and apartments is very high.

The cost includes not just the material cost but also the cost of their time. The time to research, to review options, to hire, oversee and finally sell the assets to make a profit - time that they could have spent in the comfort of their home if they had hired a consultant to manage these assets. Every client wants one complete solution customized to his housing needs and budget.

masterminds property management provides landlords and property managers an easy yet powerful way to run properties, their day-to-day tasks including collecting rents, tracking payment histories, managing tenant receipts, bank deposits and tracking expenses.

masterminds property management will free you from hours of time consuming paperwork that keeps you from effectively managing your property.

Automatically posts rents and late fees on the dates and times you specify and also manage your requests, notes, tasks, expenses, rental maintenance, and vendors.

**You just need to speak to one person at any time that will be coordinating between the various jobs going on and will keep you updated as required.**

## Executive Services

masterminds has one of the unique Executive Services in Lebanon. Our mission is to provide First Class Services for corporate, executives, diplomats and travelers. Recognizing this business need, masterminds has created Corporate Express - a series of services designed to appeal to our clients.

We take care of all arrangements, legal translation, ambassadorial and governmental dealings and follow-up ensuring trouble free results.

masterminds is known for the velocity with which we respond to our clients' needs. As a firm of experienced operating Executives, we take a pragmatic approach that accelerates results and achieves objectives.


We are committed to make masterminds a company whose reputation for excellence is second to none. Our customers' satisfaction comes first and we strive to keep it up.





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Applying a brand  
management di  
justifiably proud of  
providing breakt  
innovative solu  
results for some  
companies and



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and experience  
discipline, we are  
our reputation for  
through thinking,  
tions and solid  
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organizations.

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think ahead...

stay ahead...



