



## UNIVERSAL LINK AGENCY (ULA)

### PROFILE

#### I. Background of the Company

In many cases where businesses fail to achieve stellar success, the reason can often be traced back to the failure of sponsors to control the many variables that contribute to success.

Throughout business culture worldwide, there is an almost universal and often myopic concern for assuring that no money will be spent that does not contribute directly to the achievement of a targeted and narrowly-defined bottom line for the project.

Ultimately, such limited vision has the effect of constraining the planning of sponsors, as well as that of financial participants. The cost mentality begins to dominate planning and, as a result, project scope is scaled back to meet an arbitrarily determined cost maximum. Limitations imposed by financial partners all too often have the effect of constraining opportunities that might otherwise be realized.

Uniquely in the world of project finance, ULA and our Merchant Banking Joint Venture Partner have rejected such a business model. Blessed with financial resources that greatly exceed the needs of almost any conceivable private-sector project, ULA has the luxury of viewing proposed projects from a macro-economic perspective. ULA is almost obsessively concerned with controlling as many parameters as possible that contribute to the ultimate success of a business. Such parameters include concept, planning, construction, public and private infrastructure, government policy, markets, logistics, and management, along with an ongoing interest and follow-through on such projects, allowing project sponsors to operate in the firm knowledge that further help is immediately available from ULA, should further needs or opportunities be presented.

This, then, is ULA—but even this is only a partial picture of the company. Because ULA and our Merchant Banking Joint Venture Partner think and act macro-economically and globally, those projects that are fortunate enough to fall under our gaze and continued support can be assured of success—often stellar success.

Although we present ourselves as consultants to project sponsors, ULA goes well beyond the scope of normal consultancy. The following is a discussion of some of the primary contributions that ULA brings to the table. This is not an exhaustive list, but is intended to ignite the interest of project sponsors in going forward with this remarkable partnership:

- **Concept**—With access to capital being so rigidly controlled by the financial community, many project sponsors fall into the trap of anticipating that potential capital



sources will attempt to reduce the scope and thus the capital requirements of proposed projects. In this way a subtle “Stockholm Syndrome” is introduced into the dynamic between sponsor and investor, with the project sponsor attempting to find favor with the investor by adopting the scope-limiting attitudes inherent in capital management. ULA is radically different in our approach. Far from attempting to impose limitations in scope on project sponsors, ULA encourages the project sponsor to think in terms of the project driving the funding, not the other way around. As a result, the project sponsor is allowed the mental comfort of knowing that funds are always available for well-conceived projects and any expansions that are introduced by circumstances.

- **Planning**—ULA brings a different planning mentality to the table. With expertise across a broad spectrum of the foundational industries of civilization: energy, power, construction, conservation, and infrastructure, ULA professionals bring a more holistic worldview to any planning session. Projects are never looked upon as existing in isolation. Instead, any project is viewed in terms of the way it is (1) affected by other institutions and industries; and (2) how it affects other institutions and industries. Planning thus includes the process of attempting to anticipate and control those interdependencies. For example, if a key industry affecting the potential success of the central project is vulnerable to economic effects normally outside the control of the project sponsors, attention is brought to bear upon that vulnerable industry, with possible strengthening solutions offered. ULA brings the resources to assist in remedying such potential concerns.
- **Construction**—With access to the top EPC firms in the world, along with world-class masters of the fiduciary process, ULA assures that once the targeted project has reached the point of execution, funding is available to fulfill the combined dreams of all stakeholders. The combined capabilities of top-ranked professional services assure that projects are delivered on time, within budget, and at the initially targeted production levels of quantity and quality.
- **Public and Private Infrastructure**—Geographic limitations are minimized when ULA becomes involved in a project. It is well-known that raw materials and resources necessary to realize large projects are often located in remote and difficult places, far away from the physical comforts of civilization. The ULA philosophy is to bring the necessary infrastructure to the project. Commitments to roadways, rail, communication, housing, water, power, medical care, and wastewater treatment are routinely included in project budgets and execution. In its willingness to commit to public and private infrastructure ULA achieves a greater purpose in advancing the boundaries of civilization into those locations that might have been previously unavailable for gainful employment and raising families.
- **Government Policy**—It is well-known that government policy often trails the demands of social evolution. Where government takes the lead in social policy, it is often the



case that such policies do not perfectly fit with the immediate needs of society and industry. Because of its worldwide footprint, and its access to the highest levels of government throughout the world, ULA is able to access and influence government policymakers, bringing government policy more into alignment with immediate social and commercial needs. This access and influence are made available to project sponsors whose needs might be better served by alterations in policies of government at all levels. The longstanding presence of ULA and their Merchant Banking Joint Venture Partner in many nations throughout the world, in all cases as an agent of beneficial social and economic change, has gained the trust and cooperation of many governments, thus opening the door for the clients of ULA to benefit.

- **Markets**—Far from being simply a source of planning, execution, and funding of economically beneficial projects, ULA and its Merchant Banking Joint Venture Partner also constitute a major global conduit for marketing of offtake products from such projects. Long a worldwide factor in commodities trading, the ULA partnership has longstanding global ties to purchasers and sellers of commodities. In a word, the support of ULA does not necessarily end when the project is completed and goes into production. Indeed, ULA can assure success by opening up its worldwide channels of trade to the benefit of clients' projects.
- **Logistics**—Global trade in the 21<sup>st</sup> Century is increasingly defined by relations between suppliers in one country supplying consumers in other countries, often on the opposite side of the world. This shrinking of global geographic separation is accomplished only by tireless trade between and among nations on the world's seaways. As international markets have grown, the need for experts in global logistics has increased. ULA has access to such experts, and these benefits are harnessed for the benefit of ULA's clients. Although producers try to remain close to their primary markets, it is often the case that market opportunities are opened in locations remote from points of production. ULA is there to assure that access to such remote markets can be achieved.
- **Management**—Overlying all other benefits of working with ULA is the presence of management. Clients of the ULA partnership are afforded the presence of experts in all phases of business, as described in the bullet-points above. ULA seeks out those client teams that wish to become long-term partners, with management styles and management depth that complement that of the ULA client.

This introduction to ULA is intended to instill a sense of confidence that ULA is uniquely positioned in the world to meet the far-ranging and diverse needs of many clients. However, ULA is not for everyone. Projects presented to ULA must meet the well-known "Triple Bottom Line". That is, projects accepted by ULA must support sound economics, must prove to be environmentally beneficial, and there must be a long-term social gain that arises from the realization of such projects. For those candidate projects that meet the exacting ULA requirements, the future can be truly exciting.