KBNF HOPE Liberia

Project Brief
September 2024

Transforming Healthcare and Empowering Communities: The KBNF HOPE Liberia Initiative. In a world full of opportunities, one project stands out as a beacon of hope for a brighter future in Liberia, West Africa, and beyond. KBNF has been a driving force in addressing the pressing need for improved healthcare, particularly in neurosciences, across Liberia and West Africa since 2002. With a steadfast commitment to pioneering medical missions, obtaining surplus hospital equipment, and planning the construction of a state-of-the-art teaching hospital, KBNF has proven its dedication to advancing healthcare in the region.

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KBNF Hospital City of Premier Excellence in Liberia

KBNF HOPE Liberia

Project Brief September 2024

Executive Summary

Transforming Healthcare and Empowering Communities: The KBNF HOPE Liberia Initiative.

Achieving excellence in neurosurgical and neurosciences outcomes and medical specialty patient care for all people aims to diminish socio-economic and healthcare disparities in Liberia and the West African region.

In a world full of opportunities, one project stands out as a beacon of hope for a brighter future in Liberia, West Africa, and beyond. The Korle-Bu Neuroscience Foundation (KBNF) has been a driving force in addressing the pressing need for improved healthcare, particularly in neurosciences, in West Africa since 2000. With a steadfast commitment to pioneering medical missions, shipping decommissioned hospital supplies and equipment, and planning the construction of two state-of-the-art teaching hospitals in Ghana, KBNF and its partners have proven their dedication for advancing healthcare in the region.

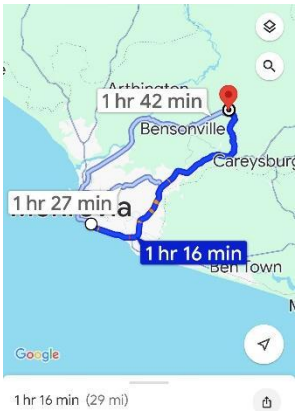
The Challenge: Liberia has faced devastating challenges, from civil wars to pandemics, leading to a fragile healthcare infrastructure and a lack of access to basic medical resources. Healthcare spending remains low, health education is underdeveloped, and the population lacks access to essential medical and surgical resources.

The Dream: KBNF aims to deliver healthcare to those in need by compassionate professionals dedicated to excellence through the creation of KBNF West African Medical City of Liberia, named HOPE Liberia (KBNF Hospital City of Premier Excellence in Liberia). This innovative endeavor is set to become the preferred choice for neurosciences and healthcare services, offering cutting-edge clinical care, education,

training, and research. KBNF strives to create a base of competent professionals to serve the nation, region and continent. HOPE Liberia is envisioned as self-sustained, environmentally transformative, and fiscally responsible and will not only cater to nationals but also attract individuals from West Africa, Africa, and beyond.

Through HOPE Liberia, KBNF seeks to oversee, teach, develop, promote excellence, and ingrain the principles, mission, and vision of KBNF, heart-powered leadership, integrity, innovation, and stewardship in the governing corporation.

The Location: The site for consideration is the 500 acres (21,780,000 SF, 2,023,000 SM) parcel offered by the Liberian government. This site has the potential to be an expert planned mixed-use hospital city for Liberia, 6°28'23" N 10°32'29" W, 21 miles (33 km) straight northeast of JFK Hospital, the national medical center. It is accessed by a well-maintained state highway that travels from Monrovia to Bensonville. The site is roughly 1 hour from Monrovia, a 29-mile drive. High level discussions with the New York office of HDR, Inc. (HO: 1917 S. 67th Street, Omaha, NE 68106-2973), an architectural firm, reviewed our design group's initial plans, and opined they were an excellent basis on which to plan this development. The plans are modeled after the KBNF proposed Korle-Bu Teaching Hospital (KBTH) Neuroscience Centre of Excellence, designed by Hughes Condon Marler (2007) as well as the KBTH Emergency and Clinical Specialties Centre, and University of Ghana Medical Centre designed by Cohos & Evamy (2009) now fully constructed and functioning as KBNF planned.



The primary community will be planned in blocks that are integrated into a state-of-the-art medical center complex, education complex, residential and community area, and energy center, each to be developed in phases. The initial KBNF HOPE Liberia Master Plan will include state-of-the-art buildings. KBNF HOPE Liberia will operate as an innovative smart city of excellence that is desirable world-wide.

An Academic Medical City of Excellence:

1. **KBNF African-Medical Center of Excellence in Liberia (KBNF ACE or ACE):** ACE is a state-of-the-art academic teaching hospital and medical center commencing with KBNF Neuroscience Center of Excellence that will be the ultimate destination for specialty medical needs. It will house specialists from various medical fields, setting the highest standards and delivering unmatched patient-centered healthcare.

2. **Premier Education Accelerator of Knowledge (PEAK):** PEAK is set to revolutionize education, providing high-quality training for students of all ages. From daycare to professional schools, the focus will be on lifelong learning and fostering a community of innovators, educators, and healthcare professionals in a university setting.

3. **Balanced Environments and Living, Integrated with Energy, Vibrancy and Ecology (BELIEVE):** BELIEVE housing and retail will be a model of sustainable living, offering ecological dwellings, wellness services, and retail options. It will promote interactions that lead to productive, enduring relationships.

4. **Peoples Eco-Agri Centre and Energy (PEACE):** PEACE energy, farming, and waste management will initiate and demonstrate the power of sustainable living, with self-sufficient renewable energy, waste removal, and food production. It will not only meet the city's needs but also contribute in a decentralized manner excess resources locally to Liberia.

5. **International Relations Communications Development and Partnerships (INTERACTIONS):** Interactions will focus on building international relationships, fostering cooperation, and raising awareness and resources to support the project's goals.

Funding the Dream $5,000,000: It is estimated that initial funding for the HOPE Liberia Master Plan will be $2,500,000 US. This will confirm all preliminary design work and pre-finance feasibility effort. In an immediate effort to establish effective, sustainable neurosurgical skills and care delivery in-country in advance of Phase 1 of HOPE Liberia, an additional $2,500,000 US is budgeted for a Liberian mobile neuroscience clinic in preparation for launching a fixed base of operations unit. The plan encompasses three phases of development over ten to fifteen years. The project requires investors and international development funds. Its self-sustaining components will ensure long-term financial viability. To build Phase 1 is estimated to cost $652.3 M USD in total based upon comparative pricing, materials, and labor for similar buildings in Vancouver, BC Canada. The working capital reserve needed to run HOPE Liberia in Phase 1 includes 5% contingency, tax withholding reserve, legal costs, financing (debt service reserve) totaling $70 M USD; with $100M trust for the medical school, for a grand total of $822.3 M USD to build the first step of Phase 1. Combining all profit and loss for each part of HOPE Liberia will be a profitable

project and able to fund all capital costs and yearly operating costs, taxes, and repay all the debt at 8% per annum. Therefore, there must be a combination of profit to work hand in glove with charity. The functioning of all corporations of HOPE Liberia are needed to provide the desperately needed care for the patients of Liberia and West Africa. Together this works as a business model.

Early-stage financing requires endorsement by the Minister of Health, Minister of Energy, and President Boakai. Followed by a joint presentation to the UN Development Program, World Bank, US Embassy, Canadian Embassy, and Norwegian Embassy and their national development financing corporations.

Starting with the HOPE Liberia site powerplant, farming will begin with aquaponics and other food production for export. The waste powerplant heat will support on-site cold storage. This will demonstrate the fiscal feasibility needed to secure additional funds. These main funds will initiate the further development for the HOPE Liberia university, hospital, and housing.

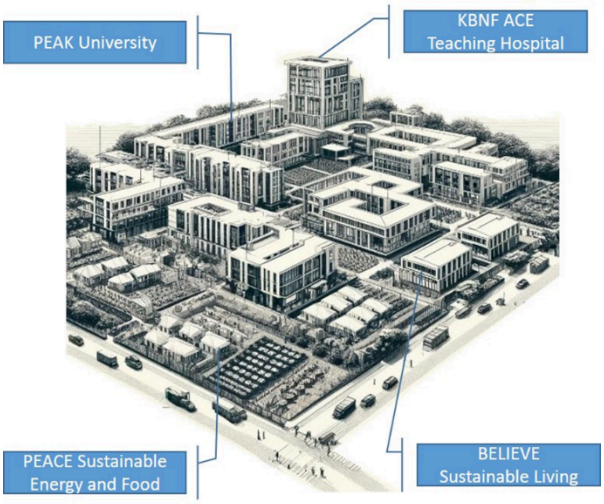
Simultaneously, 3-20 Megawatt powerplants will be constructed across Liberia on KBNF deeded land with access to waste products. This partnership with the Liberian government will produce power locally for Liberian towns.

Social Impact: HOPE Liberia will start off by employing over 800 people. KBNF HOPE Liberia's ultimate success will be measured by its ability to provide affordable high-quality healthcare to the people of Liberia and West Africa on a “needs” basis, while raising up thousands of nationals with highly functional expertise in their chosen career pathway using resources from the region. This initiative is set to enhance healthcare access, healthcare outcomes, and underlying community health making it a beacon of progress in the region.

Community Engagement: HOPE Liberia aims to create a compassionate atmosphere of wellness that promotes cooperation, education, and healthcare at the highest standards, thereby contributing to the local and long-distance economy.

The Promise of Tomorrow: With its world-class healthcare, education, and sustainable living components, HOPE Liberia is not just a project; it's a vision for a better future. Liberia, West Africa, and the entire continent stand to benefit from the excellence and innovation that HOPE Liberia promises to deliver.

Invest in HOPE Liberia. Be Part of the Future.



KBNF Hospital City of Premier Excellence in Liberia

HOPE Liberia

Project Brief September 2024

Transforming Healthcare and Empowering Communities: The HOPE Liberia Initiative

The Project: Needs and Organization

Achieving excellence in neurosurgical and neuroscience outcomes and medical specialty patient care and experiences for all people aims to diminish socio-economic and healthcare disparities in Liberia and the West African region.

The Korle-Bu Neuroscience Foundation (KBNF) was established to address the need for improved neurological care in Liberia and the West African region (www.kbnf.org). Activities range from conducting education and medical missions, obtaining and shipping decommissioned medical humanitarian aid, to completing architectural designs for building of the first large modern teaching hospital in Ghana.

The initiative described here is a result of years of effort in the West African region by KBNF to originate and/or replenish the extensive deficits in health services. The guiding principle of KBNF is to aspire to be a beacon of light, inspiring hope, promoting purpose, well-being, innovation, and excellence through health care delivery, education, research, sustainability practices and medical product development. The developers of the HOPE Liberia, seek to be the provider of choice and setter of standards for innovative, cutting-edge clinical services of neurosciences and tertiary medical care, wellness, education, healthcare training, employment, holistic eating practices and research within a state-of-the art environmentally and fiscally self-sustained, energy independent community.

The second principle of the KBNF developers of HOPE Liberia is to oversee, teach, develop, promote excellence, and ingrain the principles, mission, and vision of KBNF, while providing heart-powered care, leadership, integrity, innovation, and stewardship in the governing corporation and the subsidiary corporations.

KBNF has executed a plan to improve the quality of healthcare by facilitating healthcare development and training programs to upgrade the skills of Liberian, Ghanaian, and other West African physicians, surgeons, nurses, technicians, para-medicals, and other healthcare workers. This high-quality healthcare, training, and provider of medical humanitarian aid to Liberia and West Africa, continues along with outstanding West African partners.

The Goals of the strategic and business plan of HOPE Liberia are to:

- Provide a complete innovative cutting-edge continuum of neurosciences, healthcare, education, wellness, research, and product development in one setting at HOPE Liberia within a compassionate heart-powered self-sustained ecological environment.
- Develop, promote, and provide a culture of excellence for life-long learning, for teamwork in the governing corporations and franchise cooperatives, and in healthcare, education, wellness, research, employment, product development, ecological sustainability, and fiducial responsibility in Liberia, West Africa, and beyond.
- Provide leadership and integrity in the governing corporations, franchise cooperatives, neurosciences, healthcare, education, wellness, research, employment, and product development utilizing the best people of Liberia and internationally.
- Retain HOPE Liberia educated individuals to provide future HOPE Liberia excellence, heart-power, leadership, integrity, innovation, and stewardship in neurosciences, healthcare, education, wellness, research, and product development.
- Encourage, educate, and provide innovative funding for the governing corporations, franchise cooperatives, neurosciences, healthcare, education, wellness, research, and product development that fosters advanced learning, healthcare, and wellness in one contemporary built, ecologically, and fiscally self-sustained community.

KBNF is a permanent council member of the G4 Alliance (http://www.theg4alliance.org/). As such, the leading-edge design applied to HOPE Liberia seeks to meet the many progressive goals established by the G4 Alliance. Additionally, during the preceding hospital development in 2006 and 2009, KBNF

collaborated with the Ghanaian Government's Ministries of Health, Finance, and Roads and Highways, the Korle-Bu Teaching Hospital, the College of Health Sciences and the University of Ghana. The Federation of International Education in Neurosurgery (FIENS), members of the Canadian Congress of Neuroscience (CCNS), and the International Surgery branch of the Department of Surgery at the University of British Columbia have participated over the years and the list of supporters for this initiative is expected to be similar if not more extensive.

KBNF Hope for the World Authority

HOPE Liberia will continue its operation of excellence, well-being, compassionate heart-powered interactions and family-oriented dedication to healthcare, education, research, employment, and product development through partnership development and sustainability. Under the direction of its parent organizations KBNF and Helping Those in Need (HTIN), the new Korle-Bu Neuroscience USA partnership has been established for the purpose of funding this strategic business plan. Korle-Bu Neuroscience USA and its subsidiary corporation KBNF Medical Cities Authority (Hope for the World) will have oversight, authority, fiscal, legal, and responsibility for the innovative HOPE Liberia and its key functional component subsidiaries. These component corporate subsidiaries of KBNF Hope for the World and future franchise cooperatives in other areas throughout the world, will in and of themselves function to administer and provide excellence in healthcare, education, home and community development, sustainable power, and international relations and partnerships. The officers of the subsidiaries will be members of the KBNF Hope for the World.

The legal structure of HOPE Liberia must maintain the intertwined values of KBNF and HTIN. HOPE Liberia will have an inclusive corporate structure of five (5) major companies. The president, CEO, and COO of each KBNF Hope for the World subsidiary will have a seat on the parent oversight authority, Hope for the World. Hope for the World will report directly to the partnership of KBNF and HTIN, Korle-Bu Neuroscience USA. KBNF (B.C. Canada) will retain the land rights to all of HOPE Liberia. KBNF Hope for the World will own all buildings in HOPE Liberia. There must be a combination of profit to work hand-in-glove with charity. The coordinated functioning of all corporations of HOPE Liberia, under KBNF Hope for the World, are needed to provide the desperately needed care for the patients of Liberia and West Africa.

HOPE Liberia is an academic medical city of excellence, consisting of intertwined entities working together for the good of the region and world.

1. KBNF African-Medical Center of Excellence (KBNF ACE or ACE): ACE is a state-of-the-art academic teaching hospital and medical center with Neuroscience Center of Excellence that will be the ultimate destination for medical needs. It will house specialists from various medical fields, setting the highest standards and delivering unmatched patient-centered healthcare.

2. **Premier Education Accelerator of Knowledge (PEAK):** PEAK is set to revolutionize education, providing high-quality training for students of all ages. From daycare to professional schools, the focus will be on lifelong learning and fostering a community of innovators, educators, and healthcare professionals in a university setting.

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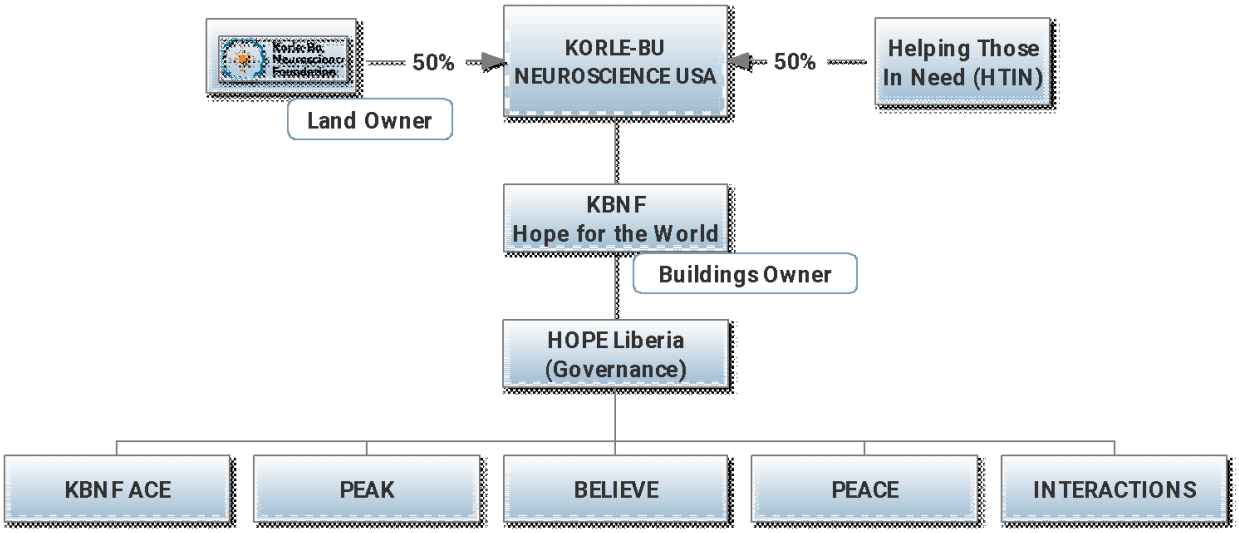
5. **International Relations Communications Development and Partnerships (INTERACTIONS):** INTERACTIONS will focus on building international relationships, fostering cooperation, and raising awareness and resources to support the project's goals.

Organizational Structure



Establishing a Fixed Base of Operations – First Step

The KBNF and HTIN partnership will increase the medical missions in Liberia amongst those requiring healthcare. The current KBNF warehouse, situated at ELWA (Eternal Living Winning Africa) Compound, Montserrado County, Paynesville 1000, Robertsfield Hwy, will also serve as the fixed base of operations for recruited personnel, medical equipment and consumables supply and distribution, and mobile neuroscience and healthcare service trailers. The current employees of KBNF and HTIN, through the new partnership will increase to include 36, consisting of three teams of healthcare workers and the addition of administrators, managers, coordinators, technicians, and security personnel. This initial necessary step, funded by charitable contributions and initial development funds secured through funding agencies, expands the current missions, personnel, education, professional development, supplies, and impact.

The healthcare team and support personnel will mobilize to bring neuroscience care and in-country training to the Liberian community, providing a steady supply, organization, and accounting of equipment and supplies, and funding to support the continual missions in advance of KBNF HOPE Liberia construction.

The personnel, recruited from Liberia, West Africa, Europe, North America, and beyond for the mobile neuroscience force, will serve as foundational teachers, innovators, and dedicated healthcare workers supporting the hands-on development and implementation of HOPE Liberia. After KBNF HOPE Liberia has begun, the mobile neuroscience team will continue the mission to surrounding areas and countries laying the groundwork for additional hospital cities.

The mobile neuroscience care team will consist of a:

- Chief Operations Officer with operations oversight, acting as a hospital liaison, business developer, and marketer,
- manager of clinics and patients,
- manager of surgeries and operating rooms,
- manager of supplies and medications,
- manager of education and training,
- manager of human resources,
- coordinator of scheduling personnel,
- manager of patient scheduling,
- manager of accounts billing receivable budgeting insurance,
- manager of travel transportation housing communications information lifestyle wellness,
- manager of grants, funding, and gifts,

and:

- three security drivers,
- nine nurses,
- nine medical assistants,
- three scrub technicians,
- three Physician Assistants and/or Nurse Practitioners,
- biomedical technician,

- EEG/EMG technician.

Salary and benefits are projected to be $162,000 annually. A non-personnel operations budget will be 1.64 times the personnel budget. The annual fixed assets and replacement budget is 10% of the non-personnel operations budget. The annual capital reserves contribution will be 10% of the non-personnel operations budget, or about $481,000. In addition, the mobile solar powered with battery backup operating theater costs $250,000 - $500,000. An accompanying Mobile ICU and mobile hospital clinic office vehicle costs $200,000 each plus equipment.

The initial start-up funding request will be three times the annual budget, or about $1,443,000 plus the costs of the mobile trucks (Odulair.com Sheridan, WY). The first three years' operating budget will be requested separately. The HOPE Liberia charitable organization will obtain office and supply space at ELWA Hospital Compound.

The healthcare personnel will provide complete care to the neuroscience patients. Currently, two neurosurgeons are employed and paid by the Liberian Minister of Health. Additional neuroscience care will be supplemented through the endowments and from income generated from patients on a need's basis, paying into the non-profit HOPE Liberia. Supplies will be provided through charitable gifts from organizations throughout the world. Private insurance will be sought by those that have it. Non-paying patients will be asked to pay for tests, hospital costs, and a portion of care that they can afford, but never to cause a severe hardship. All care, medication, and supplies will be paid by HOPE Liberia. Through the fixed base of operations at ELWA hospital, the mobile neuroscience operation will establish the seed that grows to HOPE Liberia.

Innovation will be foundational in all aspects of KBNF Hope for the World, HOPE Liberia, and its subsidiaries.

The Hope for the World Department of Innovation will develop symbiotic relationships through all subsidiaries and all phases. Smart state-of-the-art products and highly desired innovative services will reduce costs in each of the Korle-Bu Neuroscience USA subsidiaries annually and increase income annually.

Rationale

The business plan and master plan of HOPE Liberia is developed to combat the diseases of the nervous system and other systems of the body, psyche, and social community.

These diseases are widespread in West Africa. ECOWAS (Economic Community of West African States), like much of the developing world, is afflicted with widespread communicable diseases, including malaria, tuberculosis, and HIV/AIDS. This area comprises a population of approximately 450 million people, 5.47% of the world's population (UN – 24 June 2024). A severe lack of human resources, trained

personnel, modern medical equipment, and information technology condemns many of these sufferers to severe disability and early death from otherwise remediable diseases.

The ECOWAS region has recognized the significant impact of non-communicable diseases on the population. The regional governments are also recognizing the increasing incidence and prevalence of heart disease, hypertension, diabetes, and illnesses affecting the nervous system (such as stroke, epilepsy, trauma, tumors, brain and spinal abscesses, meningitis, degenerative spinal conditions, and congenital illnesses, and others) which combine to debilitate their young and otherwise productive citizens.

There is little or no professional infrastructure to support the development of the practicing clinician and healthcare worker in the ECOWAS region. There are few, if any neuro-specialized pathologists, radiologists, anesthesiologists, ophthalmologists, endocrinologists, et cetera. Standard national paramedical support including functional ambulances is near absent while a lack of physiotherapists, occupational therapists, and speech therapists, all necessary for patients return to a meaningful and productive life are inaccessible. PEAK will offer programs to train individuals and families spanning from day care, primary school and secondary school to professional school in a university setting. HOPE Liberia will start with recruitment of staff for each position, building a team of the best individuals from Liberia, West Africa, and all over, to teach, train, and inspire their successors.

It is recognized that two civil wars eliminated education for an entire generation of Liberians. The lack of professionally guided education is aggravated by the fact that Liberia, as a typical example of what occurs in West Africa, suffers from a severe “brain drain.” There are now estimated to be more Liberian-born surgical specialists practicing abroad than there are in all of Liberia. Many of these highly trained specialists who initially returned to their home country leave soon thereafter because of a lack of modern resources to which they have become accustomed while training abroad.

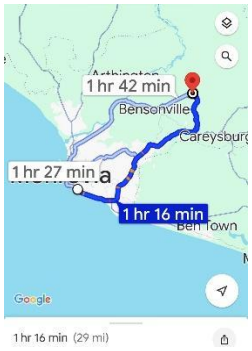
The KBNF Medical Cities Authority (Hope for the World) will develop, support, and encourage its trainees to remain in Liberia, the region, and the continent, to provide hands on excellence in health care through a cooperative ownership structure that rewards corporations or franchises throughout the organization.

KBNF Hospital City of Premier Excellence in Liberia – HOPE Liberia

Site

The leading site for consideration is the parcel offered by the Liberian government to KBNF B.C. Canada. This property has the potential to be a master planned mixed-use medical city of Liberia, much like the Mayo Clinic now is in the United States.

In February 2022, KBNF and HTIN toured 11 potential sites of which several parcels were suitable. The site for consideration is the 500 acres (21,780,000 SF, 2,023,000 SM) parcel offered by the Liberian government, which has the potential to be an expert planned mixed-use hospital city of Liberia, 6°29’23” N 10°32’29” W, 21 miles straight northeast of JFK Hospital in Monrovia. The site is roughly 1 hour, a 16-mile drive from Monrovia past Bensonville along a well-maintained electrified state highway.



The master community is planned in nestled blocks, developed in phases that are integrated into a state-of-the-art:

- medical center complex,
- education complex,
- energy complex,
- residential and community complex.

The Phase 1 HOPE Liberia Master Plan will be provisionally designed for all buildings to be multi-story on 200 acres, which will be expanded both vertically and horizontally on the 500-acre parcel. The state-of-the-art buildings will contain ecologically and economically efficient HVAC, solar energy harvesting and water collection systems. The public buildings will plan to emulate US 5-star hotels. HOPE Liberia is planned and will operate as an innovative smart city of excellence that is appealing world-wide.

The HOPE Liberia site will have an economic engine from the beginning. HOPE Liberia will utilize an integrated, proven land-based seafood production system powered by energy-recovered from urban waste to dramatically reduce the power costs per yield ton (grown and preserved compared to equivalent farming methods) resulting in significant competitive advantages. In addition, excess power will be sold to the Liberia Electric Corporation, adding to all revenues. Gross profits are used to service debt, underwrite expansion of the HOPE Liberia, and promote healthy neurological systems.

Neuro health, in general, is clearly linked to a good diet (Brain Maker Dr. Perlmutter). Twinning the neuroscience hospital with the highly profitable production of high Omega fish oil and fresh antioxidant rich vegetables will therefore work together to improve neuro health while simultaneously supporting the delivery of high standard neurosciences.

Human health needs must be addressed, but not at the cost of the environment. Wholesome food independence using pesticide and hormone free organic permaculture practices are planned. Advanced agriculture systems focused on producing foods known to promote health will be grown for local consumption. Hard currency to support the development and operations will be earned through the export of high value seafood.

Over the last 50 years the world population has doubled, and the average person eats almost twice as much seafood as before. Wild ocean fish stocks are currently at maximum yield potential and being overfished, yet the demand for fish protein is shown to continue to grow rapidly. The Liberian government has committed itself to advancing land-based aquaculture in its UN Commitments to address over-fishing issues and HOPE Liberia will help the situation.

KBNF African-Medical Center of Excellence in Liberia

The high-quality facility will serve the population of Liberia and West Africa. KBNF ACE in Liberia (KBNF ACE at HOPE) will be the provider of choice for all medical needs, a center of excellence in neurosciences, set the highest standards demonstrating outstanding unmatched outcomes of innovative patient centered healthcare and wellness in one economically and fiscally self-sustaining environment.

KBNF ACE at HOPE will provide the highest quality of care to all based upon a needs analysis. ACE will be sought as the premier Liberian and international neuroscience, medical service, wellness, and the medical tourism facility and model where it delivers state-of-the-art medical services for the community of Liberia, West Africa, Africa, and beyond.

KBNF ACE at HOPE will strive to:

- Develop, promote, and provide excellence in innovative neuroscience.
- Develop, provide, and expand a complete innovative cutting-edge continuum of medical services for all patients and families in one setting within a compassionate heart-powered, healing touch, self-sustained and fiducially responsible environment to obtain the best care outcomes, ecologically, and best patient experience.
- Provide and promote leadership and integrity in comprehensive patient centered, inpatient, outpatient, and preventive medical care for public health, utilizing research-based best practice standards.
- Retain, promote, and develop the KBNF ACE employees and professionals to provide heart-power excellence, leadership, integrity, innovation, and stewardship in complete patient centered highest quality innovative medical care.
- Develop, educate, and provide complete international testing center complex, concierge medical care and tourism for people from Liberia, West Africa, and beyond using network real-time training and support systems with experts world-wide.

Based on preliminary planning, the new HOPE Liberia facility will have multiple floor buildings comprising 2,661,000 SF (247,215 SM). The project will be implemented in three phases.

The medical complex will include the acute care hospital phased up to 600,000 SF (55,742 SM). The acute care hospital Phase 1 200,000 SF (18,580 SM) will include up to 80 hospital beds. Phase two 444,000 SF (41,249 SM) up to 175 acute care beds. Phase three up to 240 acute care beds.

Hospital Personnel	800 people	1750 people	2400 people
	Phase 1 SF	Phase 2 SF	Phase 3 SF
Acute care hospital including neuroscience center of excellence	80 Bed 200,000 SF (18,580 SM)	175 Bed 444,000 SF (41,249 SM)	240 Bed 600,000 SF (55,742 SM)
neurointerventional suites 30,000 SF (2,787 SM)	10,000	10,000	10,000
epilepsy monitoring unit 10,000 SF (929 SM)	0 or NIL	5,000	5,000
physiotherapy 30,000 SF (2,787 SM)	10,000	10,000	10,000
intensive care unit and burn unit 30,000 SF (2,787 SM)	30,000	0 or NIL	0 or NIL
dialysis 20,000 SF (1,858 SM)	5,000	5,000	10,000
emergency department 30,000 SF (2,787 SM)	20,000	10,000	0 or NIL
trauma accident center 20,000 SF (1,858 SM)	10,000	10,000	0 or NIL
urgent care center 10,000 SF (929 SM)	0 or NIL	10,000	0 or NIL
specialty clinics 180,000 SF (16,723 SM)	40,000	60,000	80,000
inpatient surgical services 120,000 SF (1,858 SM)	25,000	30,000	65,000
inpatient and outpatient imaging department 100,000 SF (9,290 SM)	30,000	40,000	30,000
inpatient and outpatient neurophysiology 10,000 SF (929 SM)	3,000	5,000	2,000
radiation center 60,000 SF (5,574 SM)	20,000	20,000	20,000
infusion center 20,000 SF (1,858 SM)	5,000	5,000	10,000
inpatient and outpatient laboratory services 30,000 SF (2,787 SM)	15,000	5,000	10,000
pathology services 10,000 SF (929 SM)	5,000	5,000	0 or NIL
blood bank 5,000 SF (465 SM)	2,000	3,000	0 or NIL
tissue bank 5,000 SF (465 SM)	2,000	3,000	0 or NIL
morgue funeral parlor 60,000 SF (5,574 SM)	5,000	55,000	0 or NIL
exercise fitness pool 60,000 SF (5,574 SM)	0 or NIL	30,000	30,000
inpatient outpatient pharmacy 60,000 SF (5,574 SM)	15,000	30,000	15,000
pain center 30,000 SF (2,787 SM)	5,000	15,000	10,000
biofeedback center 20,000 SF (1,858 SM)	0 or NIL	0 or NIL	20,000
psychology counseling services 20,000 SF (1,858 SM)	5,000	10,000	5,000
glasses hearing aids braces 60,000 SF (5,574 SM)	20,000	20,000	20,000
biomed repair and manufacturing 60,000 SF (5,574 SM)	10,000	40,000	10,000

nutrition, diabetes, weight loss 30,000 SF (2,787 SM)		10,000	20,000
rehabilitation center 200,000 SF (18,581 SM)	30,000	100,000	70,000
drug substance abuse center 20,000 SF (1,858 SM)	0 or NIL	20,000	0 or NIL
intermediate care center 120,000 SF (1,858 SM) and	10,000	20,000	90,000
long term care facility 120,000 SF (1,858) SM.	10,000	20,000	90,000
cafeterias,	10,000	10,000	10,000
gift shop,	2,000	0 or NIL	0 or NIL
coffee shop	2,000	3,000	0 or NIL
fast food	1,000	4,000	0 or NIL
medical office building 180,000 SF (16,723 SM)	40,000	60,000	80,000
library learning center 60,000 SF (5,574 SM)	5,000	30,000	25,000
classrooms	2,000	8,000	10,000
support services 79,000 SF (7,339 SM)	39,000	30,000	10,000

KBNF ACE at HOPE will be a state-of-the-art innovative academic teaching general hospital with a neuroscience center of excellence and specialists from most areas of medicine and surgery.

ACE will initially recruit international neurosurgeons, neurologists, orthopedists, radiologists, anesthesiologists, general surgeons, trauma surgeons, cardiothoracic surgeons, plastic surgeons, ophthalmologists, otolaryngologists, oncological surgeons, gynecologists, obstetricians, internists, cardiologists, gastroenterologists, gerontologists, nephrologists, oncologists, physiatrists, pulmonologists, radiation oncologists, emergency medicine physicians, pediatrics, neonatologists, pathologists, and others from the best in Liberia, West Africa, and the corners of the world. Those individuals will then train the next generation of health care providers for HOPE Liberia and beyond.

Residency training will begin with first year residents and expand to capacity over 5 years. Residency programs will seek accreditation from the international leader in graduate medical education to provide attending physicians that can practice in any part of the world. This unusual feature of residencies outside the United States will provide the utmost competition and quality for the highly sought residency positions. There will be the development of residency positions in anesthesiology, family medicine, general surgery, internal medicine, cardiology, neurology, neurosurgery, radiology, and fellowships.

KBNF ACE will treat all patients and balance the main income generating concierge medical care and tourism with those that cannot pay. No person will be turned away or go into debt due to the inability to pay for complete hands-on healthcare excellence, as funding will be developed through HOPE Liberia partnerships. The state-of-the-art KBNF ACE concierge medical care and tourism will be partnered with

Liberia to provide the resort beach atmosphere whether recovering in the medical center or at the resort. Clinicians will be incentivized to manage their own patients as part of a team, analyze and improve their performance and quality data, publish in peer reviewed journals multiple times per year, teach, innovate, and perform research. KBNF ACE will seek to reverse the Liberian and West African "Brain Drain" through incentives to retain the top talent from its graduating classes and quality healthcare providers. Such incentives are necessary to attract the best talent from across Liberia and West Africa and include providing optimal wages, free daycare, primary and secondary schools for PEAK University employees, staff, academic staff, as well as free or highly subsidized housing, discounted services and food, loan forgiveness for qualified graduating residents, and many others. Wages for all employees will be commensurate with training, performance, and differentials of living.

Phasing

Future development will accommodate phased implementation to allow for a variety of funding options, meet program goals, and for logical construction sequencing of the following phases to minimize disruption to the preceding phase. Expansion of services will occur in all three phases such that building one program over all three phases may also be the foundation for another program. The phasing is designed to provide the necessary healthcare resources, establish a neuroscience center of excellence, and establish funding streams for further expansion.

Completion of the final ACE and PEAK University will be greatly enhanced by the large body of work historically completed for KBNF by Hughes Condon Marler Architects and Cohos Evamy (subsequently merged with Dialog, Calgary, Alberta) and assessed further by HDR (New York), Inc. (1917 S. 67th Street, Omaha, Nebraska 68106-2973), an international architectural firm, who verified our design group's initial plans. The planning work for all HOPE Liberia facilities have been drafted by the KBNF Project Management Team reducing the schedule for Step 1 Phase 1 by at least a year.

The project has been developed to accommodate a series of phases. The phasing sequence is as follows:

Phase 1 includes:

- state-of-the-art buildings of the Neuroscience Center of Excellence,
- stand-alone 12 bed Emergency Center,
- 8 bed trauma unit,
- up to 80 acute care beds including neuroscience beds,
- 12 bed ICU,
- 10 bed pediatric ward,
- 8 room surgical suite,
- 20 specialty clinics each with 4 rooms.

This phase will employ about 800 total personnel including 36 physicians.

There will be inpatient and outpatient laboratory, infusion center, radiology, radiation, pharmacy, pathology, tissue and blood bank center, physiatry exercise therapy, morgue, glasses, hearing aids, braces, wound laser and hyperbaric care, cafeteria, gift store, and support services.

The outpatient facilities will provide income generating resources to people from the region.

Phase 2 includes:

- expansion of buildings for the centers to support neurosciences such as pain and neurophysiology centers,
- up to 16 room Surgical Suite,
- up to 175 acute care beds expanding services from the initial 80 beds for neurosciences, cardiology, cardiothoracic CV, dialysis, general surgery, GI, internal medicine (IM) and IM specialties, orthopedics, ophthalmology, oncology, pediatrics and neonatologist, plastic surgery, other surgical specialties e.g. urology and OB.

Adding to the acute care beds will be:

- 4 bed urgent care,
- 80 bed rehabilitation center,
- 8 bed drug substance abuse center,
- psychology counseling center,
- biomedical repair and manufacturing center,
- 48 bed long term care,
- and the main concourse that includes post disaster areas for mass casualties, public areas, coffee shop, fast food, administrative and faculty offices 180,000 SF (16,723 SM), library learning center, and educational space.

This phase will employ about 1750 total personnel.

Medical Tourism will be initiated and developed during this phase to attract cash paying VIP customers to HOPE Liberia. Occupancy rates of at least 70% will be achieved during this time.

The additional center facilities will provide income generating resources to people from the region.

Phase 3 includes:

- expansion of up to 240 acute care beds,
- expansion of surgical and procedure center,
- 48 bed intermediate care unit,
- nutrition center, biofeedback center, wellness center,
- tertiary care services to support the existing centers,
- additional other centers, and
- the placement of support areas such as material management, food services, and central plant power 79,000 SF (7,339 SM).

This phase will employ about 2400 total personnel.

Sustainability

Future development will incorporate as many innovative sustainable systems and design aspects as possible to reduce operating costs, conserve resources, and maximize natural geographic, environmental, and climatic advantages. KBNF ACE also will provide additional income generating services for those outside HOPE Liberia. KBNF ACE, through innovation, will create a symbiotic relationship with the remaining HOPE Liberia with the aim of establishing a medical equipment, supplies, and products depot, as well as landscaping and energy services to areas outside HOPE Liberia.

Revenue Producing Medical Services

These include but are not limited to revenue producing medical services for those outside HOPE Liberia that can pay such as medical care inpatient, clinic care outpatient, imaging, laboratory services, physiology -physical therapy, occupational therapy, speech therapy, dialysis, urgent care, outpatient surgical and procedural center, neurophysiology: EEG, EMG, SSEP, radiation center, infusion center, pathology services, blood bank, tissue bank, morgue – funeral parlor, exercise fitness physical therapy facility with physiotherapy, pool, pharmacy, pain center, biofeedback center, psychology counseling services, glasses optometrist, hearing aids audiologist, TENS, braces, crutches, slings, bandages, wound care, ostomy care, laser care, hyperbaric, biomed repair and manufacturing nutrition, diabetes, weight loss, nutra-pharmaceuticals, and others.

Key elements of sustainability that will be important to consider are as follows:

- Building Massing and Compact Development
- Energy Efficiency and Conservation
- Water Conservation and Harvesting
- Indigenous Landscape and Ecology
- Solar Heat Gain Reduction
- Solar Harvesting
- Daylight and Daylight Control/Shading
- Local/Regional Material Manufacture and Use
- Local/Regional Procurement of Trades
- Natural Ventilation
- Alternative Energy Systems and the use of common district energy system

Great thought has been given to staff recruitment, training, retention, and rewards to ensure excellence in health care delivery to all. The goal of sustainable, regional, world class health care and training in developing countries is within reach.

KBNF has developed a unique model for an expandible compact hospital (80, 175, 240 beds) energized by solar and biomass. This hospital of excellence is designed to be sustainable (self-powered and self-financed) and earn a return on investment that will support regional hospital expansion and allow self-financed expansion. The hospital city will be a net generator of power to the local grid, selling excess power to the Liberian government.

KBNF Premier Education Accelerator of Knowledge (PEAK) at HOPE

PEAK, the University of HOPE Liberia, will epitomize the inspiring delivery of sustainable and innovative educational excellence and highest quality student, family, technical, and professional centered training, knowledge, and well-being for the Liberian and West African community and beyond.

PEAK aspires to be the provider of choice for all educational needs, setting the highest standards and demonstrating outstanding unmatched outcomes of complete education and knowledge development in one economically and fiscally self-sustaining environment. PEAK will be sought as the premier Liberian and international education service, facility, and model where it delivers education, research, and innovative product and service development from Liberia, West Africa, Africa, and beyond.

Five Goals of PEAK will be to:

- Provide an innovative cutting-edge complete continuum of education from day care to technical and professional education in one setting within a compassionate heart-powered self-sustained ecological environment.
- Develop, promote, and provide excellence for the culture of life-long learning, teamwork, ecological sustainability, and fiducial responsibility in the individual, Liberian, and society.
- Provide leadership and integrity in universal education utilizing the best people from Liberia, continentally, and abroad.
- Retain the PEAK educated individuals within HOPE Liberia to ensure investment towards leading edge PEAK heart-powered excellence, leadership, integrity, innovation, and stewardship in education.
- Encourage, educate, and provide innovative research, product, and service development that fosters advanced learning, healthcare, and wellness in one contemporary built, self-sustained community.

PEAK will epitomize life-long learning and purpose in an immersive environment of collegiality and cooperation integrating all learners from one level to the next. Designs will be desirable, promote wellness, environmentally optimized for learning, and shared to promote teamwork. No class will have more than the optimal 18 students per teacher. Basic learning will be integrated with advanced healthcare education using the KBNF ACE campus facilities and services, Medical Manufacturing, and wellness centers. The 1,032,000 SF (95,876 SM) multiple story facility will adjoin the hospital, fish and plant farm, and professional housing, all discussed below. PEAK will serve each staff member of HOPE Liberia through knowledge, wellness, and physical development.

There are 54 SF (5.02 SM) per primary student, 68 SF (6.32 SM) per secondary student. These schools consist of:

	2,200 people + children	4,250 people + children	6,134 + children
School and Class size	Phase 1 SF 241,000 SF = 22,390 SM	Phase 2 SF 300,000 SF = 27,871 SM	Phase 3 SF 571,000 SF= 53,048 SM
daycare 20,000 SF (1,858 SM), up to 370	5,000	5,000	10,000
primary school 60,000 SF (5,574 SM), up to 1000	15,000	15,000	30,000
secondary school 60,000 SF (5,574 SM), up to 800	10,000	15,000	35,000
medical school 120,000 SF (1,858 SM), 60-120/class 240-480 total	60,000	20,000	40,000
nursing school 60,000 SF (5,574 SM), 40-60/class 160-240 total	20,000	20,000	20,000
pharmacy school 60,000 SF (5,574 SM), 40-60/class 120-180 total	20,000	20,000	20,000
biomedical school 60,000 SF (5,574 SM), 40-60/class 120-180 total	10,000	20,000	30,000
physical therapy school 60,000 SF (5,574 SM), 40-60/class 160-240 total	10,000	20,000	30,000
EMS school 60,000 SF (5,574 SM), 40-60/class 80-120 total	5,000	5,000	50,000
radiology school 60,000 SF (5,574 SM), 40-60/class 80-120 total	5,000	5,000	50,000
medical assistant school 60,000 SF (5,574 SM), 40-60/class 80-120 total	5,000	5,000	50,000
medical informatics 30,000 SF (2,787 SM), 40-60/class 80-120 total	5,000	5,000	20,000
nutrition school 30,000 SF (2,787 SM), 40-60/class 80-120 total	2,000	10,000	18,000
transcription school 30,000 SF (2,787 SM), 40-60/class 40-60 total X2	2,000	10,000	18,000
social worker school 30,000 SF (2,787 SM), 40-60/class 160-240 total	5,000	5,000	20,000
public health, health care administration 30,000 SF (2,787 SM), 40-60/class 80-120 total	5,000	5,000	20,000
dental school 90,000 SF (8,361 SM), 60-120/class 240-480 total		30,000	60,000
cadaver lab 10,000 SF (929 SM), 4 people	5,000	5,000	
simulation center 20,000 SF (1,858 SM), 10 people	5,000	10,000	5,000
classrooms in medical center complex 20,000 SF (1,858 SM),			

graduate medical education facilities 2,000 SF (186 SM), 16 people	2,000	0 or NIL	0 or NIL
research department, statistics, databases, grants, 60,000 SF (5,574 SM) 16 people	5,000	30,000	25,000
Medical manufacturing 60-100 people	40,000	40,000	20,000

The schools that constitute PEAK University will remain the cornerstone and primary responsibility of HOPE Liberia.

Learning will be continuous and ingrained. The people in the schools will also function as innovators, educators, professionals, and healthcare workers. These innovators will flourish in the 100,000 SF (9,290 SM) medical manufacturing complex adjacent to PEAK University. PEAK will commence with recruitment for each position, building a team of the most qualified individuals from Liberia, West Africa, the African continent and beyond, to teach, train, and inspire their successors. As the community expands people from across the world will be invited to join in the many disciplines. PEAK University will seek to reverse the Liberian and West African "Brain Drain" through incentives to retain the top talent from its graduating classes. Such incentives are necessary to attract the best talent from across Liberia and West Africa and include:

- providing optimal wages,
- free daycare, primary and secondary schools for PEAK University employees,
- free or highly subsidized housing,
- discounted services and food,
- loan forgiveness for qualified graduating students, and many others.

Salaries for all employees will be commensurate with training, performance, and differentials of living.

Phasing

As with all other parts integrated into the master community, PEAK will be built in three phases. PEAK has been developed to accommodate a series of sustainable phases as follows:

Phase 1 includes:

- a medical school,
- nursing school,
- pharmacy school,
- biomedical school,
- day care,
- primary school,
- secondary school, and
- support services as well as
- the medical manufacturing complex.

This phase will employ about 400 total personnel for 900 students not including children in day care, primary and secondary school. Providing daycare, primary and secondary schools for PEAK University personnel is necessary to attract the best talent from across Liberia and West Africa. Spaces will be shared to promote teamwork and still meet the US Standards. PEAK University schools will be highly integrated with the KBNF ACE in order to provide clinical experiences during the 3rd and 4th years of schooling often not available in other countries. This will allow PEAK University healthcare students to be highly sought for healthcare jobs all over the world.

- Income from the schools will provide additional resources for the needs of KBNF HOPE Liberia. By offering a LCME COCA accredited school, highly desirable students will be attracted from all over the world and have the opportunity to remain in Liberia.
- Income from medical manufacturing will exceed the resources needed to sustain HOPE Liberia.
- Income from providing all healthcare educational needs and training through in person and on-line methods for not only the schools in Phase 1 but for the future students in the schools from Phase 2 and 3 is anticipated.

Phase 2 includes:

- the centers to support health care education including the
- cadaver lab,
- simulation center,
- office of graduate medical education,
- research department,
- classrooms in the medical center complex,
- other selected healthcare schools of physical, occupational, and speech therapy,
- radiology,
- first responders (including emergency medical services (EMS), paramedics, first aid attendants, and firefighters),
- medical assistant,
- public health and healthcare administration, and the
- main concourse that includes areas for outdoor activities, public areas, cafeteria, bookstore, and administrative and faculty offices.

This phase will employ about 500 total personnel for 1800 students not including children in day care, primary and secondary school.

- Research facilities will provide grants and income far more than tuition dollars.
- Income will arise from providing all healthcare educational needs and training through in person, on-line, simulation centers and advanced virtual reality hands-on learning methods for the schools in Phase 1 and 2 and for the future students in the schools from Phase 3.

Phase 3 includes:

- opening the remainder of the healthcare schools

- medical Informatics,
- nutrition,
- transcription,
- social services, and
- dental school; 14 in total.

This phase will employ about 554 total personnel for 2880 students not including children in day care, primary and secondary school.

- Income will arise from providing all healthcare educational needs and training through in person, on-line, simulation centers and advanced virtual reality hands-on learning methods for PEAK University schools.

PEAK at HOPE will utilize the highest global standards for education to ensure that all students will be qualified and accepted throughout the world and as model educators. PEAK will be a highly sought-after school for education by demonstrating high academic achievements and recruitment for employment. Education will be person to person, individualized, and outcomes based, allowing the professors to utilize multiple resources to accelerate student progress. Tuition will be free to the workers of KBNF HOPE Liberia, fostering a deep commitment to life-long learning. A needs analysis for other students will be conducted so tuition will be minimal for Liberians who obtain academic scholarships, and appropriate for those attending from other countries. Teachers and professors will be incentivized to excel in their field through multiple annual peer review publications, medical product development, and obtaining research grants and awards. Innovation will be key to PEAK with medical product development expected to be the top annual income producer for HOPE Liberia. Hope for the World will partner with firms for humanistic responsible product development.

Other areas of sustainability include but are not limited to revenue producing medical product development and education and training services for those outside KBNF HOPE Liberia that can pay, such as day care, primary school, and secondary school. However, all schools will be free for the staff of HOPE Liberia. PEAK, through innovation, will create a symbiotic relationship with the remaining HOPE Liberia subsidiaries to develop supplies, products, landscaping, energy, and services to market to areas outside HOPE Liberia.

Balanced Environments and Living, Integrated with Energy, Vibrancy, and Ecology (BELIEVE) at HOPE

This will be the model for self-sustainable ecological, fiscal, symbiotic dwellings, gardens, wellness, culture, and retail services for families, workers, guests, and visitors. In BELIEVE at HOPE there will be renowned specialty parks, bicycle and wheelchair accessible trails, extensive open spaces, within the 9,190,000 SF (853,779 SM) of accommodations strategically adjoining the hospital, premier universal education center, and services. The accommodation will be developed to cover large spaces integrated between cultured green spaces. The shared residence will facilitate collegial interaction and foster enduring mutually beneficial and productive relationships. Staff of HOPE Liberia will be incentivized with

luxury housing and townhomes for families to enjoy. Food markets, grocery stores, and restaurants will be established onsite with over 220,000 SF (20,439 SM) of space. The accommodations and amenities will be phased in as the population grows from 2,200 people to 4,250 to 5,234 people upon becoming fully functional.

Type of Housing Needs	1300 Staff 900 students Plus children	2,450 Staff 1800 students Plus children	3,254 Staff 2880 students Plus children
	Phase 1 SF	Phase 2 SF	Phase 3 SF
Staff 4,300,000 SF (399,483 SM) of luxury housing 1300/apt X 1.25 for 80%	1,700,000	1,500,000	1,100,000
Staff townhomes 1,370,000 SF (127,277 SM) 1850/house X1.1 for 20%	550,000	470,000	350,000
Student Dorms 1760-2880 students 600,000-1,800,000 SF (167,225 SM) 500SF/room X1.25	600,000	600,000	600,000
Visitors will have 60,000 SF (5,574 SM) of housing, 500SF/room X 1.25 =96 rooms	30,000	30,000	
patient family housing of 90,000 SF (8,361 SM), 500SF/room =144 rooms	20,000	40,000	30,000
hotel space of 200,000 SF (18,581 SM). 500SF/room 200 rooms	100,000	60,000	40,000
restaurant services 60,000 SF (5,574 SM)	30,000	20,000	10,000
catering services 20,000 SF (1,858 SM)	10,000	10,000	
fast food 20,000 SF (1,858 SM)	10,000	5,000	5,000
markets with groceries 100,000 SF (9,290 SM)	50,000	30,000	20,000
convenience stores 20,000 SF (1,858 SM)	10,000	10,000	
smart conference center will host the movie theaters, and places of worship 300,000 SF (27,871 SM)	100,000	150,000	50,000
vertical farming 3,000,000 SF (278,709 SM)	1,000,000	1,500,000	500,000
fish farming 2,000,000 SF (185,806 SM) of over 7,500,000 SF (696,773 SM)	1,000,000	1,000,000	
Support services and retail 160,000 SF (5,574 SM)	85,000	50,000	25,000

Conference rooms will all be equipped with video conferencing to allow follow up seminars and training by KBNF's network of experts with the staff at the KBNF ACE in Liberia from the power will service the debt and operating costs of the hospital.

BELIEVE will epitomize the delivery of innovations of the highest quality, as well as produce self-sustainable ecological and fiscal dwellings, wellness, culture, and retail services for families, workers, guests, and visitors of HOPE Liberia.

BELIEVE will supply HOPE Liberia with buildings meeting the highest quality standards. In Liberia, seismic risk is very low, as is the potential for hurricane force winds therefore the focus will be on efficiency and meeting structural design criteria appropriate to geotechnical realities of Liberia.

KBNF BELIEVE will provide leadership, integrity, reproducible self-sustainable ecological and economical dwellings, wellness, culture, and retail services for families, workers, guests, and visitors utilizing the best people from Liberia and internationally, through PEAK and internationally educated individuals. These individuals will model heart-powered excellence, innovation, and stewardship and will train and encourage future generations of West Africans to do the same.

Phasing

Phasing will not begin within the center of the property but at several locations coming together as able in each phase as a hub and spoke model. Administrative and staff support offices will move into the location during the phasing and sub phasing. There will be a combination of initial vertical builds and horizontal expansion. Landscape will integrate wellness parks, scenic gardens, and areas for food production, botanicals, and nutra-pharmaceuticals. The Master Plan identifies options for the changing needs during development and construction.

KBNF HOPE Liberia will seek to reverse the Liberian and West African “Brain Drain” through incentives to retain the top talent from its quality employees. Such incentives are necessary to attract the best talent from across Liberia and West Africa and include providing

- optimal wages,
- free daycare, primary and secondary schools for PEAK University staff,
- free or highly subsidized housing,
- discounted services and food,
- loan forgiveness for qualified graduating students, residents, and staff,
- pensions for professors, teachers, and employees.

Phase 1 will create an overall map of the zones that the city will allocate to different types of activities, establish corridors for transportation, sewage lines, power lines and optic cables, and establish a renewable firm power source with sewage treatment capable of generating daily income and enough

energy to support all future developments, including construction. Phase 1 will plan to provide smart accommodations for people working at KBNF HOPE Liberia, those visiting KBNF ACE, and those attending PEAK University. Agricultural training center, vertical farming, and seafood farming will be developed together with an emphasis on permaculture to facilitate abundance for the residents, patients, and visitors, with at least 25% surplus sold outside HOPE Liberia. Support services and facilities will be constructed, and personnel hired. A security wall with secured access points will be built around the outer perimeter of HOPE Liberia encompassing the roads. There will be an inner wall with secured access inside the surrounding smart parking areas outside the inner-city wall that accommodates over 8,000 cars and provisions for vertical take-off vehicles (e.g. Heli jets, helicopters, drones). These parking areas and structures are outside the remainder of the buildings and spaces. This phase will employ about 100 total personnel not including construction workers.

Although the wall will define HOPE Liberia's property,

KBNF Hope for the World partners will be the bridge linking the attainment of that excellence, the culture of empathy, heart-power, and desire to empower and improve the lives of all others to Liberia, West Africa, and beyond.

Phase 2 will include expansion of those areas of accommodations and farming as well as the development of the wellness centers, interior roads, sidewalks, and underground lines for electrical, telephone, power, water, and waste. Within the city space of KBNF HOPE Liberia gasoline powered vehicles will be eliminated except emergency services, shuttles, and limited vehicles for deliveries. There will be limited electromagnetic field (EMF) energy broadcasted through HOPE Liberia, with emphasis on fiber optics as the standard networking facilitator. All buildings will be within one block of solar energy collectors and the water collection system covers parking. This phase will employ about 200 total personnel not including construction workers.

Phase 3 will include the additional expansion of the sustainable and revenue generating accommodations, conference center, completed retail space, hospitality, farming, food production, botanicals, nutra-pharmaceuticals, and final landscaping. This phase will employ about 300 total personnel not including construction workers.

Wellness centers

Open spaces will add to the psychological and social value of HOPE Liberia and be landscaped with flowers for distribution, herbs for health, fragrances for rejuvenation and stimulation, and art for wellness. Retail and grocery markets will sell basic high-quality products at the lowest possible price. There will also be luxury retail shops for those wishing to further support HOPE Liberia.

Construction and Construction Materials

All buildings will be locally assembled from prefabricated Fleximent (or equivalent) modules that will not rust, break, or deteriorate. To the degree possible, HOPE Liberia will utilize locally available resources and minerals in the production of standardized building panels and modules. Where there is limited or inconsistent supply, and to the amount possible, standardized panels will be imported with pre-wiring, pre-plumbing, pre-sensory equipment installed for local assembly using quick-connect fittings and systems. Over time, through research and development, HOPE will begin to integrate locally available building materials into our modular building systems. To the extent possible based on locally available know-how and training, HOPE will establish a building factory that utilizes locally produced raw materials together with bulk import materials such as rolled steel that may be formed on site into studs and beams to have a locally made building system that in addition to serving HOPE Liberia, will be able to service the entire country.

Air exchange within the buildings will be engineered to ensure building intake air is purified and oxygenated. Use of smart ventilation systems will be incorporated. These systems use sensors to monitor indoor and outdoor air quality, temperature, and humidity levels to adjust ventilation rates in real-time. This can help to ensure that indoor air quality remains high while minimizing the amount of energy used to heat or cool the space.

Another sustainable technology that can help control airflow is the use of passive ventilation systems. These systems rely on natural air movement and thermal buoyancy to regulate temperature and airflow in buildings, rather than relying on mechanical systems. Such systems will be employed in common areas and in residences. For example, passive solar design features such as shading, natural ventilation, and thermal mass can help to reduce the need for mechanical cooling systems.

Additionally, the use of green roofs and green walls equipped with solar thermal collectors can help to reduce the amount of heat absorbed by buildings, which can help to reduce the use of air conditioning. These features can also help to filter and purify the air, improving indoor air quality and reducing the need for mechanical ventilation.
Sustainable technology can play an important role in controlling airflow and reducing the energy consumption associated with HVAC systems, ultimately contributing to a more sustainable and environmentally friendly built environment. BELIEVE building designs will be engineered to interface with the District Energy System powered by PEACE. As such, HVAC demands will be entirely supported by the PEACE division.

Windows will act as solar energy collectors for immediate power to the interior users. The entire power load will be provided by the PEACE renewable energy powerplant 24/7/365. Back-up emergency power systems will be provided to ensure uninterrupted power. All buildings will contain the maximum number of solar and water collection devices which will produce far more than HOPE Liberia requirements. The parking areas will be covered with solar energy collectors. Geothermal energy will be integrated throughout the ground of HOPE Liberia.

Not only will HOPE Liberia be self-sustainable it will assist the remainder of Liberia with much needed energy selling at least 85% of its energy export.

Initially, general land allocations have been designated with respect to the renewable energy components of HOPE Liberia. At this point, 1,420,000 SF (1,858 SM) has been designated to energy infrastructure that will support luscious gardens. Additional energy structures will be 200,000 SF (18,580 SM) power plant, 100,000 SF (9,290 SM) sewage treatment facility, 20,000 SF (1,858 SM) medical center waste treatment facility, 200,000 SF (18,581 SM) water treatment facility, and 500,000 SF (46,452 SM) water collection facility.

The power and wastewater removal, district energy, and resource management grid will be deployed according to each phase of development after the finalized master plan. Therefore, construction of the entire energy, power, water management, and waste removal facilities for each of the three major construction phases will be developed proportional to the population and energy demands of HOPE Liberia.

Peoples Eco-Agri Center and Energy (PEACE) at HOPE

KBNF PEACE at HOPE Liberia will initiate the HOPE Liberia dream. Power production on site will sustain farming production and export. This required first step, in conjunction with the mobile neuroscience service, demonstrates the planning and economic feasibility of the project. This first step will also support the Liberian government with decentralized energy production and waste removal. PEACE at HOPE will be the model for all processes of advanced farming, power production, waste repurposing, wellness, and civil infrastructure. PEACE advocates circular engineering principles with the aim to reduce carbon footprints whilst seeking the highest possible efficiency through practical process synergy.

Advanced Farming
PEACE will utilize leading edge aquaculture, hydroponic and permaculture systems to produce self-sufficiency in food at HOPE Liberia and included net-zero food processing and preservation systems to allow international exports of ocean-wise labeled seafood products. The PEACE system grows and produces all the fish feed and energy it needs on site.

Advanced Energy Production from Biomass and Solar
In addition to generating and supplying all the energy required to support Advanced Farming, this division will deliver firm, uninterruptable power to HOPE Libera and export the balance of production to the Liberia Electricity Corporation under long term agreement. Energy, both thermal and firm electrical power, is derived by harvesting solar energy and as a by-product of urban waste recycling.

The area allocation for PEACE will be 75 acres. Advanced Farming operations will adjoin the housing and schools to increase the culture of wellness and openness.

Rational for Advanced on-land aquaculture powered by renewable energy

In-ocean and in-river based fish farming using floating pens face many uncontrollable environmental risks that can harm the farmed fish and the environment in the vicinity of, and adjacent to ecosystems where the fish farm is located. Disease or non-native species may accidentally enter the wild fishery and cause significant damage. Wild and farmed fish, once harvested, begins to rapidly spoil. Thus, energy intensive fish meat preservation systems are needed to maximize marketable tonnage.

The alternative to wild caught and floating pen-based fisheries, is to employ modern, fully enclosed and isolated land-based aquaculture systems. No water is discharged since it is constantly filtered using a recirculating pump system. This process requires much more capital to build and energy to operate, but delivers seafood of high quality, packaged and preserved for local and international sale year-round.

PEACE aquaculture systems overcome the issue of energy intensiveness through internal energy production systems. In addition, PEACE has the capability to yield weekly harvests of pesticide and antibiotic-free white jumbo shrimp year-round for sale to world markets on a net-zero carbon basis by growing them on-land, in tanks, using free energy derived from urban waste recycling sub-systems.

Using the biogenic energy released during the advanced recycling process, the system co-generates electricity and thermal energy that we use to support the pumping of water and the preservation of seafood products (ice packs, freezing, smoking).

Shrimp farming will start the project, focusing on selling products internationally on a business-to-business basis wholesale. The operation of growing shrimp will begin 8 months after financing is completed. Full production and product sales are forecast to start 13 weeks after the first larva are released into the Recirculating Aquaculture System (RAS). PEACE will also begin to establish in-ground tilapia and catfish farming operations for local sale and consumption in parallel with the Shrimp division.

The cost of feed in aquaculture is the single largest operating cost, typically over 45%. Raising different species in one operation, plus the use of black soldier fly larvae and growing certain vegetable crops are the key to reducing feed costs. (PEACE uses the black soldier fly species to digest aquaculture offal and biomass from vegetable farming. The Black fly larvae are an excellent source of protein and used as part of the feed regimen throughout our aquaculture operations.) Shrimp, tilapia and catfish naturally prey on other species, larvae and algae, thus our feed is tailored to their natural diet. Internally produced organic feed within the PEACE aquaculture division provides internal control over feed costs and self-sufficiency.

Producing our own aquaculture feed will reduce operating costs from the industry average of 45% of total operating costs to as low as 15%.

Additional savings to the PEACE operations are derived from the reuse of aquaculture excrement. We mix the excrement with compost tea (liquids that are released during composting) to produce fertilizer in

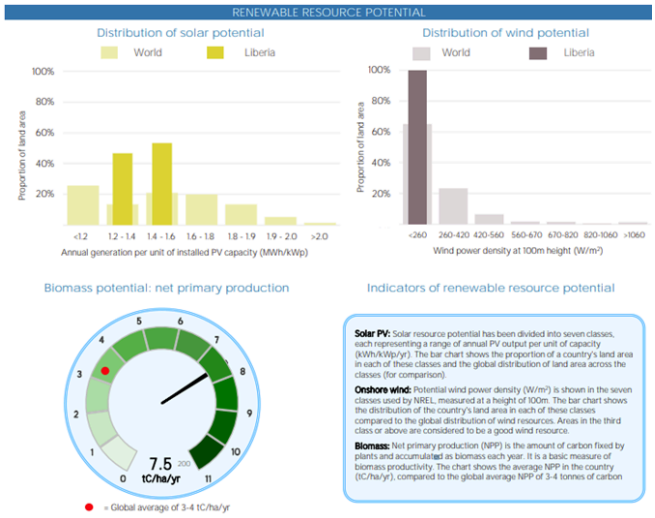
soilless (hydroponic) vertical growing systems and for use on nutraceutical crop farms, community permaculture sites and botanical gardens throughout HOPE Liberia.

All PEACE operations, other than field-based crop farms and permaculture spaces are bio-secure, creating barriers to disease and pestilence vectors. Competitors who operate outdoors are in constant battle with these vectors at great expense and risk. Fully controlled, constantly monitored and AI adjusted farming ensures ideal growing conditions year-round resulting in dramatically reduced mortality and spoilage losses.

Energy Markets

The Liberia Electricity Regulatory Commission (LERC) was established in 2019 to develop a modern regulatory framework for electricity generation, transmission, distribution, and sales. Hydropower costs the Liberia Electricity Corporation (LEC) $0.14 per kWh to produce. Thermal generation and power from other countries cost the utility $0.33 and $0.24 per kWh, respectively. PEACE will reduce costs to LEC by selling net-zero power at a tariff of $0.19 per kWh, a significant discount to imported energy.

The analysis of Liberia with respect to the potential for renewable energy indicates that solar and biomass provide the greatest potential.



Distinctive Competencies of PEACE and ways in which we help achieve the Sustainable Development Goals of the United Nations

Self-sufficient producer of feed and nutrients for aquaculture and horticultural operations [UN – SDG 8 & 12]
Independent producer of renewable net-zero energy [UN – SDG 7]
Exporter of ocean-wise seafood [UN – SDG 8 & 9]
Exporter of firm (uninterruptable) renewable power [UN – SDG 11]
Producer of nutritious organic food for HOPE Liberia markets [UN – SDG 3]

Producer of low-cost fish feed for woman-lead community fish farms and gardens throughout Liberia [UN – SDG 10]
Complete independence from ocean, lake and river ecosystems significantly reducing impacts on 'life below water' [UN – SDG 14]

Summary
International seafood exports and contract energy sales allow PEACE to service the majority of forecast amortization payments of HOPE Liberia and build up significant retained earnings.
When it comes to sustainability, controlled land-based aquaculture and vertical farming are seen to be critical to meeting current and future protein requirements globally.

The revenues derived by producing exportable food products and firm renewable energy will be used to pay all staff salaries and directed toward funding an increasing amount of the entire phased-in construction.

All power required is produced from a multi-fueled biomass renewable energy system able to always produce power throughout the year and is referred to as a "firm" power source. Initially, the powerplant will produce 5,625 kWe and roughly 20,000 kWt hourly. (In North America, 1,000 kWe is enough power to keep 5,000 homes running.) Initially, with 800 people working and living at the HOPE site, the expected demand suspected to be far less than 1,000 kWe. Power demand will gradually increase as the hospital and university grow. HOPE Liberia will be able to expand power production in a modular fashion to keep pace and always have excess to sell. Energy produced is pre-sold by contract to the government and may be insured by Lloyds of London. Net income before debt servicing equates to roughly US $7,650,000 per year at the outset. Energy is derived from Refuse Derived Fuel (RDF) prepared at a remote landfill and delivered to the site in wrapped bailed fuel blocks that do not leak or emit odors. Using CORE technology from Quiet Water Resource Recovery Inc. (Canada Corp), firm energy may be sold at excellent profit to the benefit of the project, as construction carries on. Currently, the CORE Processors may be completed and installed within 5 months of final engineering. The CORE Processors are modular, fit inside standard shipping containers, and may be quickly assembled on-site within a few weeks of delivery. As such our plan is that these units are ordered immediately upon clearance of capital and delivered well in advance of the Hospital itself in order to have reliable power on site from the outset of Phase 1 for aquaculture operations along with power generation income.

The powerplant will include daily delivery of RDF waste from the Paynesville Landfill. HOPE Liberia will promote the best interest of all relations. An agreement with the Liberian Ministry of Health, the operator of the landfill, to allocate space for to make Refuse Derived Fuel (RDF) at the existing landfill and or a specialized sorting station on land provided to KBNF nearby to the Bensonville Site is intended. The plan is to gain an exclusive right to all waste in the operating landfill and in closed ones, including the right to own the land once restored through landfill mining. In this arrangement HOPE Liberia is assured continuous fuel and will in effect own a massive fuel reserve. In addition, once landfill mining is

complete, this may be used as a commercially viable development site. HOPE Liberia will invest in tractor-trailer set ups able to haul 40 tons per load. The round trip from the landfill to HOPE Liberia and back is about 30 minutes. Therefore, one rig making seven trips per day is enough to meet the demand of the CORE process module. The plan has factored in a cost of $10/ton to prepare the RDF and deliver it to the HOPE Liberia site.

Operator requirements on site are very minimal as the electricity is generated using a type of low-pressure turbine / generator that does not need a boiler engineer in attendance. Staff requirements are reduced to a qualified site manager and loading personnel.

International Support
KBNF HOPE Liberia has been selected by Elk Ridge Developments and People's Eco Agri Centre (PEACe) Inc. of British Columbia Canada to be a sister project to one being developed on Vancouver Island, B.C., wherein leading edge decentralized, circularly integrated, low-footprint renewable energy exporting food ecosystems with an emphasis on land-based fish and shrimp farms supported by cold storage, is being established. Drawing from decades of experience in specialized technical energy and aquaculture sectors, the founders of PEACe Inc. are set to support KBNF HOPE Liberia and advance how health services are provided in Liberia, both financially and through technology transfer.

International Relations Communications Development and Partnerships (INTERACTIONS) at HOPE

INTERACTIONS at HOPE will be a provider of choice and the standard setter for innovative, cutting-edge international development through building heart-powered relations communications and partnerships for the people of Liberia, West Africa, and beyond.

INTERACTIONS at HOPE will lead the creation of innovative teams of altruistically committed individuals, corporations, countries, and institutions that act with integrity and stewardship with the mutual aim to raise awareness, funding, and resources delivering outstanding and state-of-the-art patient centered healthcare, world-class medical education and training, research, medical product development, wellness, employment, and family life within an environmentally and fiscally self-sustained community for the people from Liberia, West Africa, Africa, and beyond.

INTERACTIONS will develop reward structures with its local, national, and international partners to help solve underlying lifestyles that lead to disease and to advance an ecologically and economically vibrant Hope for the World.

INTERACTIONS at HOPE will provide for the:

- Development of a 100-year operations and growth fund for Hope for the World, HOPE Liberia, and its subsidiaries through excellence in communications, marketing, growth, funding, outreach, community investments, culture, and partnerships for neurosciences, healthcare, education, wellness, research, employment, and medical product development within the HOPE Liberia campus and beyond.
- Develop and market concierge medical care and tourism to fund 110% of the cost of ACE and funding sources for patients of Liberia who cannot afford healthcare. Develop academic scholarships for Liberians who desire to pursue excellence in education at PEAK. Develop and market international outreach for people willing to attend PEAK.
- Develop a Hope for the World trust fund maintained at or above 250% of the annual operating costs of HOPE Liberia and its subsidiaries and enough to operate the facility and mission for at least 25 years.
- Develop fiscal responsibility in HOPE Liberia and its subsidiaries by developing a program to obtain and maintain annual funding, grants, awards, and donations of 25% above annual costs, 15% annual cash reserves, and 20% annual reinvestment into HOPE Liberia development.

A well-equipped and well-managed KBNF HOPE Liberia organization, with stable funding to pay salaries from renewable energy sales, food, healthcare, ongoing professional education and training, research, and medical product development, will provide the desirable and necessary infrastructure to provide these highly trained professionals with job satisfaction and will undoubtedly facilitate recruitment and retention of the brightest and the best in the country and beyond.

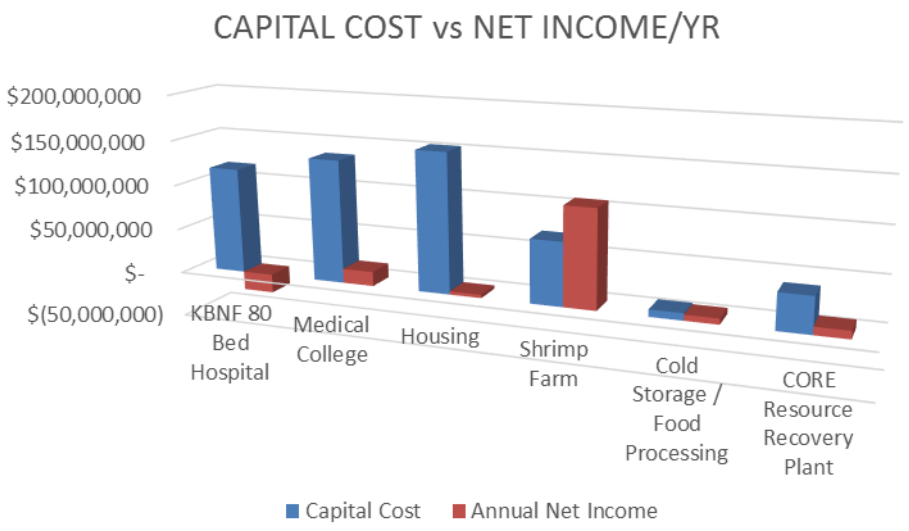
A continuing KBNF objective has been to establish a large network of volunteer doctors, nurses, and biomedical engineers who can freely assist fellow medical practitioners in other nations to provide excellence in health care, education, research, and product development. It is expected that these same provisions will apply to future interactions.

To develop a network of experienced health care professionals who are prepared to volunteer in-person or via video conference in order to train and possibly assist operations undertaken in Liberia in real-time, all issues of liability and malpractice will be addressed to allow volunteers to contribute freely. KBNF will undertake a study to assess potential legal risks and seek ways to provide coverage or insurance as required. HOPE Liberia, initially with its volunteers, will continue recruitment for each position, building a team of the best individuals from Liberia, West Africa, and beyond, to provide excellence in patient care and teach, train, and inspire their successors.

Using the above strategies, together with virtual linking with the KBNF network of volunteers, a core of academic clinical healthcare providers will be recruited and established over the next 5 years. The development of a sustainable HOPE Liberia healthcare service, specializing in the neurosciences will always maintain its connection to its international volunteers and to serve the needs of others in Liberia and West Africa. Strategic interventions focused on building access to neurosurgical care could help expand treatment for all debilitating conditions. A multifaceted approach is needed to strengthen health care workforce capabilities, equipment availability, facilities, and sustainability. Achieving excellence in neurosurgical outcomes and patient experiences for all people may contribute to solving socio-economic and healthcare disparities in Liberia, Africa.

Financial Overview

HOPE Liberia has completed a pre-finance business plan to support the financial summary Pro Forma projections (for discussion purposes only) provided in this document. The following chart provides the reader an overview of capital costs by division and the corresponding revenue (cost) of each.



Our Pro Forma business model is based on numerous major assumptions as follows:

- 92% Debt Financing amortized over 20 years at 8% per annum,
- Construction costs equal to current costs for public projects in the same sector (i.e., hospital, university dorm and classroom space, etc.) in Vancouver, B.C., Canada as of May 2024,
- Paying interest on funds as borrowed (no interest holiday),
- Borrowing working capital required to cover all operating costs through to positive cash-flow,
- Grant or donations equaling US $57.3 million.

The following summary numbers provide a project overview in numbers:

HOPE Hostpital with Fish Farm in Liberia, West Africa: (Final Engineering Required) © Peoples Eco Agri Centre Inc. 2023							
Key Operating and Financial Assumptions for a HOPE Neuro Hospital & PEAK Univ. with Shrimp RAS Aquacultrue & Recycling Operation							
Currency USD						Constuction Start Year: 2027	
HOSPITAL: 16 Room VIP Suites with 60 regular beds, ER, MRI, CT, Radiology, Pharmacy, Morgue, onsite accomodations and rehab facilities.							
PLANT PRODUCTION at Start-up	2029		2031				
Shrimp (Jumbo)	960	tonne/year	1920	tonne/year			
Tilapia		tonne/year		tonne/year			
Protein Pellets		tonne/year		tonne/year			
Metal and Glass recovered	1,825	tonne/year	4,334	tonne/year			
ICI Diversion from landfill	86,688	tonne/year	86,688	tonne/year			
PLANT ENERGY VALUE			Efficiency				2029 Realised Annually
Generator rating = Kilowatts		5,625					
Electricty generation capacity - MWhr's		135	95%				46,811
Plant power consumption			15%				(7,022)
							39,790
Price per MWhr		190				USD	190
Total Value sold wholesale to grid (USD - 000's)							7,560
		GJh/Yr	$'s/GJ		Currency	USD	
Steam/(heat) generation - GJ available for use internally		238	4.39		USD		1,045
Construction Costs (US $)							
Direct Construction Cost		558,224,695					
100 Acre Land Cost		-					
Owners' Contingency	5%	27,923,248					
Interest During Construction		65,947,195					
Financing/Legal Costs		240,262					
			652,335,400				
Working Capital / Debt Service Res + Medical School Bond (100 Million)			170,000,000				
Total Development Costs & Construct, Financing			**822,335,400**				
PROJECT ASSUMPTIONS							
Owner's equity - percent of Initial Capital Costs + Contingency		9.8%	57,384,113				
Grants if available		0					
Income tax rate - percent		0.2					
Inflation - annual		5%					
Co-operative Member Bonus Reserve		2.0%					
Construction/Term loan interest rate		8%					
Opening Cash recommended - (US $,000's)		500					
Term Loan - term		20	years				
Depreciation term		15	years		CRA=30%		
Exchange Rate		0.74	As at Aug 23 2023				
Opening Day		1/1/2029					
Operational Contingency		5%					

Summary Pro Forma Financial Statements have been prepared for preliminary discussion purposes only:

Summary Financials (CY=Construction Year)	2027 CY #1	2028 CY #2	2029 Op Year 1	2030 Op Year 2	2031 Year 3	2032 Year 4
Income Statement						
Revenues						
Current Revenue Stream		$ 4,122,160	$ 85,399,925	$ 167,928,278	$ 184,757,647	$ 202,593,084
Operating Expenses	$ 2,491,166	$ 9,614,144	$ 50,092,912	$ 79,648,066	$ 82,553,160	$ 86,693,725
EBITDA		$ (5,491,985)	$ 35,307,014	$ 88,280,212	$ 102,204,487	$ 115,899,359
EBITDA Margin %			41%	53%	55%	57%
Interest Expenses		$ 26,764,935	$ 65,375,665	$ 69,097,389	$ 66,261,112	$ 63,203,582
Cash Income		$ 4,122,160	$ 85,399,925	$ 167,928,278	$ 184,757,647	$ 202,593,084
Net Margin %			77%	11%	22%	27%
Statement of Financial Position						
Total Assets	$ 936,400,822	$ 975,861,639	$ 915,388,692	$ 916,143,258	$ 858,409,032	$ 811,063,387
Current Assets	$ 298,326,571	$ 96,069,651	$ 35,596,704	$ 19,103,083	$ 4,585,164	$ 406,148
Existing Cash	$ 185,783,156	$ 153,526,236	$ 123,457,585	$ 82,670,151	$ 63,448,645	$ 57,626,223
Non-Current Assets		$ 822,335,403	$ 822,335,403	$ 839,583,591	$ 779,613,334	$ 719,692,757
Total Liabilities	$ 750,617,666	$ 822,335,403	$ 791,931,107	$ 833,473,107	$ 794,960,387	$ 753,437,164
Current Liabilities	$ 750,617,666	$ 822,335,403	$ 30,404,296	$ 107,184,876	$ 38,512,721	$ 41,625,742
Non-Current Liabilities		$ -	$ 761,526,811	$ 726,288,231	$ 756,447,666	$ 711,811,422
Equity	$ 185,783,156	$ 153,526,236	$ 123,457,585	$ 82,670,151	$ 63,448,645	$ 57,626,223

Funding Sources	2027 Const Yr. 1	2028 Const Yr. 2	2029 Year 1	2030 Year 2	2031 Year 3	2032 Year 4
Equity	$ 185,783,156	$ 153,526,236	$ 123,457,585	$ 82,670,151	$ 63,448,645	$ 57,626,223
Debt	$ 750,617,666	$ 822,335,403		$ 77,218,444		$ 53,228
Total Sources	$ 936,400,822	$ 822,335,403				
CAPEX (Cumulative)	$ 586,388,205			$ 663,606,649		$ 663,659,877
Business Setup Costs	$ 235,947,195					
Revenue						
Fish Processing / Cold Storage		$ 2,072,416	$ 2,901,383	$ 8,704,148	$ 9,139,355	$ 9,596,323
RAS - Jumbo Shrimp		$ -	$ 62,646,482	$ 130,304,682	$ 135,516,870	$ 140,937,544
Biogenic Energy	$ -	$ -	$ 7,560,017	$ 7,938,018	$ 8,334,919	$ 8,751,665
PEAK University			$ 4,619,500	$ 11,451,500	$ 20,724,716	$ 30,193,065
Recycling Metal Sales (5% by weight)		$ 2,126,962	$ 4,253,924	$ 4,253,924	$ 4,253,924	$ 4,466,620
Total	$ -	$ 4,199,378	$ 81,981,306	$ 162,652,272	$ 177,969,784	$ 193,945,218

Statement of Cash Flows	Note	2028 CY 2	2029	2030	2031	2032	2033	2034	2035
Cash Flow from Operations	1	4,122,160	85,399,925	167,928,278	184,757,647	202,593,084	219,218,617	229,117,667	236,522,678
Net Profit (EBITDA)	2	(5,491,985)	35,307,014	88,280,212	102,204,487	115,899,359	127,803,234	131,387,015	135,211,529
Adjustment of Non Cash Item	3			28,309,955	42,234,230	55,925,554	67,829,429	71,413,210	75,237,724
Cash Flow from Financing									
Term Loan		750,617,666	822,335,403	791,931,107	833,473,107	794,960,387	753,437,164	708,555,386	660,105,507
Term Loan - Repayment (Int & Pric.)		-	30,404,296	35,676,444	38,512,721	41,576,450	44,881,778	48,449,879	52,301,645
Equity		185,783,156	153,526,236	123,457,585	82,670,151	63,448,645	57,626,223	63,971,162	76,037,608
Cash at the end of the Year		96,069,651	66,001,000	19,182,822	40,748,751	54,151,382	66,318,745	72,040,250	78,181,274
NOTES	**NOTE REFERENCE**								

Summary Financials (US$,000s)	Note	2028	2029	2030	2031	2032	2033	2034	2035
Current Ratio		40%	12%	117%	18%	12%	1%	11%	25%
Debt Service Coverage Ratio		3.28	1.16	2.47	2.65	2.79	2.85	2.71	2.59
Project IRR	1	12.80%	8.03%	3.18%	0.72%	0.02%	0.86%	2.62%	5.57%
Project ROI based on NPV (3.5%) at given year	2		-192%	-187%	-174%	-160%	-144%	-127%	-110%
Cost of Funds	3	6.36%	6.36%	6.36%	6.36%	6.36%	6.36%	6.36%	6.36%
Net Working Capital		96,069,651	66,001,000	25,213,566	5,992,061	169,638	6,514,578	18,581,023	36,788,492

NOTES	NOTE REFERENCE	
Project IRR	1	Divides Net Working Capital over Loan Balance (end of period)
Project ROI based on NPV (3.5%) at given year	2	Formula (NPV-CAPEX incld. Contingency) / (CAPEX incld. Contingency) NPV is calculated based on Government Bond Rate of 3.5%
Cost of Funds	3	Cost of Debt Capital = Interest Rate * (1 – Tax Rate) where Tax Rate is assumed to be 20%

In order to advance the project from this stage to 'finance ready' status, KBNF is seeking funding in the form of grants or donations. The estimated budget to advance the project to the first 'go / no go' stage is US $5,000,000

Pre-Finance and Feasibility Funding $5,000,000

The KBNF-HTIN partnership, Korle-Bu Neuroscience USA, requires $2,500,000 through grants and gifts to hire other professionals to substantiate the HOPE Liberia strategic business plan. This would include construction costs, details, and preparation of a pre-finance legal and site feasibility study to complete the HOPE Liberia Master Plan.

In addition, $2,500,000 is required to establish a fixed base of operations for the Liberia mobile neuroscience unit. The fixed base of operations and mobile neuroscience unit are a required first step to support the successful initial phase of HOPE Liberia and brings immediate benefits to the Country of Liberia while establishing a critical base of experience that will be necessary to launch HOPE Liberia, Phase 1, Program 1.

The Master Plan as written provides for three phased-in development stages of KBNF HOPE Liberia over 10 – 15 years. Utilizing the descriptions in the business plan, an integrated drawing of the phases of the KBNF ACE, PEAK, BELIEVE, and PEACE all at HOPE Liberia will be initiated upon receipt of the land deed.

The continuous profitable functioning of all other HOPE Liberia subsidiary corporations is needed to provide the capital costs and yearly costs of KBNF ACE Neuro-Hospital. Construction averages $1,137 USD per square foot ($11,965 USD/square meter) to build all facilities, which comes to $652.3M USD. The construction is projected to cost $146.7M for the KBNF ACE Neuro-Hospital, $47.3M for the initial PEAK healthcare schools, $69.4M for the land-based PEACE Facilities, including the jumbo shrimp vertical farm, $7.8M for the cold storage and food processing, and $21.5M for the CORE Recycling net-zero renewable energy plant and metal recovery system. The pricing is all based upon competitive pricing for similar construction, using similar building methods, materials, and labor in Vancouver, BC. Canada 2023.

Construction is phased in to allow future costs to be managed by current operations. PEACE will build the powerplant first, followed one month later by the launch of a shrimp farm. By putting this division as the first up, essential base-load power as required for all following activities will be in place. In addition, in review of the above, the PEACE division is the primary cash flow generator to support all other divisions of HOPE Liberia.

In total, HOPE Liberia is projected to cost $822.3M USD to build and operate the first step of Phase 1 This includes working annual capital $25M during Phase 1 for full hospital staff and full medical staff for one year, 5% contingency, taxes, legal costs, financing, $100M medical school trust fund, $70M working capital, and debt service. Combining all profit and loss from each HOPE Liberia subsidiary will be a

profitable project and will fund all capital costs and yearly operating costs, and taxes and repay all the debt at 8% annual; there will be an annual internal rate of return. This works as a business model.

Operations Costs

HOPE Liberia ACE hospital, (Phase 1) with 80 acute care bed hospital, at maximum occupancy capacity, maximum surgeries, and VIP medical tourism will cost about $13.1M per year. The hospital will provide 1,400 surgeries per year at a base cost of $1,000 US with financing options or pay-forward insurance coverage options. PEAK University healthcare schools including medical, nursing, pharmacy, and biomedical at full capacity will net $15.8M per year after 2 years. It is estimated that seafood and land based vertical farming will net $90.8M per year. Cold storage, freezing, and smoke house for local farmers will net $6.4M per year. Power and recycling/metal resource recovery will net $9.3M per year.

Shrimp farming and cold storage is possible one month after beginning a waste resource recovery plant that generates electricity. The demand for shrimp worldwide is 6M tons per year, PEACE will be able to produce 96,000 tons per year, or 1.6% of the global market. Each ton will be iced or frozen and pre-contracted sold to businesses. This will not be retail. The business will be ongoing. The energy will be sold to the Liberian Electricity Company under long-term contract. This contact will be an insurable contract through Lloyds of London or equivalent in order to mitigate ‘country risk’ concerns. Unsorted waste will have 95% recovery of metals and glass. Energy sharing through co-generation delivered to HOPE Liberia by District Energy Loops will use the excess energy for absorption chillers to provide cooling to hospital and builders and turn pumps for seafood farming.

Revenue Sources for KBNF HOPE Liberia subsidiaries through KBNF ACE, PEAK, BELIEVE, PEACE are:

- Energy (electrical and thermal),
- Exporting seafood to USA or Europe,
- Local aquaculture and produce sales,
- PEAK University healthcare schools,
- educational facilities, training,
- medical manufacturing,
- Residential (Rental and Sales),
- retail,
- nutraceutical crops,
- resort hotel,
- private villas homes,
- prosthetic center,
- outpatient services,
- rehabilitation,
- cold storage,
- research,
- and many others

All these enterprises will work hand-in-glove with the charitable healthcare services being provided in order to ensure they are delivered with the highest quality possible. The functioning of all subsidiary corporations of KBNF HOPE Liberia are needed to provide the desperately needed care for the patients of Liberia and West Africa. All the specific annual operations budget for HOPE Liberia and construction costs as determined through the feasibility study will be provided from the exported innovative, sustainability products, services, energy, and food produced through the symbiotic relationship of HOPE Liberia and its subsidiaries.

Principals of KBNF Hope for the World

KBNF has taken the necessary steps to ensure that the new HOPE Liberia development will continue to operate and provide quality healthcare, education, research, and product development for the current and future generations. KBNF has established a committee charged with developing a viable operational sustainable self-sufficient renewable energy and waste removal plan and implementation strategy for HOPE Liberia. The members of the committee team with Liberians, Ghanaians, Swedes, Norwegians, Americans, and Canadians are qualified in medical and surgical specialties, nursing, biomedical engineering, education, accounting, business administration, hospital management, law, engineering, information technology, public relations, circular engineered eco-systems, construction, and communications. These seasoned professionals of the newly established corporation, KBNF and HTIN, are partnering together as KBN USA to launch Hope for the World and are actively involved in the overall capital planning and development of HOPE Liberia.

Marj Ratel, Founder and President of KBNF, President Interactions at HOPE, Chairman KBN USA & Hope for the World
Dr. Dan Miulli, President PEAK University, President and CEO KBN USA & KBNF Hope for the World, Founder and President of Helping Those in Need
Aaron Fedora, President BELIEVE, Secretary KBN USA & KBNF Hope for the World
Dr. Chris King, President ACE, CFO KBN USA & KBNF Hope for the World
Ross Dickinson, President PEACE, Vice-President KBN USA & KBNF Hope for the World
Sandy Miulli, Vice- President KBN USA & KBNF Hope for the World, Vice-President of Helping Those in Need

Dr. Harry Akoto, Minister KBN USA & KBNF Hope for the World
Mr. Ted Carlson (Businessman / Philanthropist) - Minister KBN USA & KBNF Hope for the World
Anders Engstrom, Chair Department of Innovation, Minister KBN USA & KBNF Hope for the World
Rolf Helberg, Jr. Minister KBN USA & KBNF Hope for the World
Dr. Afua Hesse, Minister KBN USA & KBNF Hope for the World
Joan Huang, Minister KBN USA & KBNF Hope for the World
Dr. Ben Kolee, Minister KBN USA & KBNF Hope for the World
Roger Kwadzo, Minister KBN USA & KBNF Hope for the World

Timeline

2024

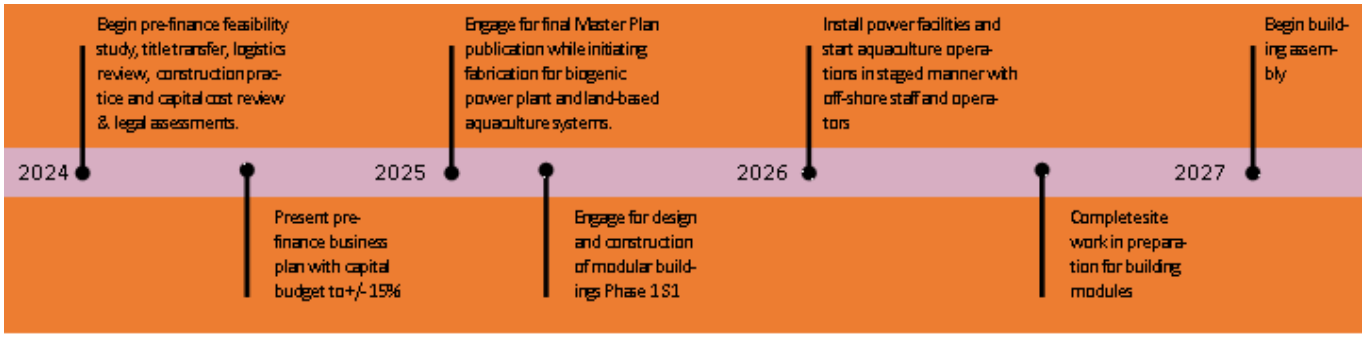
- Raise $2,500,000 through grants and gifts for KBNF HOPE Liberia feasibility study and $2,500,000 for Liberia mobile neuroscience unit.
- Begin pre-finance feasibility study, title transfer, logistics review, construction practice and capital cost review & legal assessments.
- Present pre-finance business plan with capital budget to +/-15%.
- Develop funding from international development funds.

2025

- Engage in the final Master Plan publication while initiating fabrication for biogenic powerplant and land-based aquaculture systems.
- Contract with firms to build powerplant and food production facilities on HOPE Liberi site.
- Obtain additional KBNF deeded land near waste centers to develop and design decentralized 3-20 Megawatt powerplants in partnership with the Liberian government to deliver local energy for the Liberian people.
- Engage in the design and construction of buildings Phase 1 S1.

2026

- Install power facilities and start aquaculture operations in a staged manner with offshore staff and operators.
  Complete site work in preparation for building.
- Begin building assembly.



This is a living document to be continuously updated adjusting to the needs and resources available and required.

See next page for frequently asked questions (FAQ).

Frequently Asked Questions (FAQs)

Q. What is needed first?

A. Commitment and agreements with the Liberian government to jointly present plan to financial institutions. Deeded land to KBNF in perpetuity for the main HOPE Liberia site and for the additional powerplants around the country to deliver power locally and reduce waste.

Q. What operations are required initially?

A. A KBNF presence in the country through medical neuroscience services, building a team that will be the foundation for additional operational growth.

Q. What is needed for initial operations?

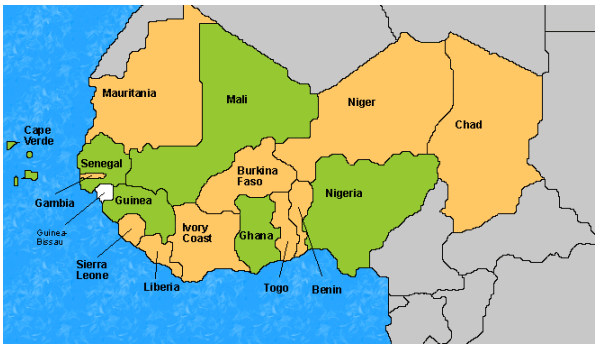
A. Mobile neuroscience units for the care of neuroscience patients and expanding the fix-base of operations currently at ELWA.

Q. What is the first construction planned?

A. The 3-20 MW powerplant on the HOPE Liberia site in order to begin farming, aquaponics, and food production and export to demonstrate an economically sustainable model.

Q. How large is the addressable market and the expected growth? This will help size the hospital and ancillary facilities appropriately.

A. There is not a sustainable healthcare system in Liberia to provide for the 5 million plus people. Healthcare is also needed in the adjacent countries including Guinea, Sierra Leone, and Ivory Coast where there is 45 million people.



Q. Provide competitor analysis - who are the other major healthcare providers in the region? What are their strengths and weaknesses? How will HOPE Liberia differentiate itself?

A. The Liberian Government's Ministry of Health and many West African Ministries of Health are unable to provide comprehensive medical care to their citizens. The resources required are not available. Private hospitals and clinics are scattered across the West African landscape, however, unless the nationals have relatives abroad, the cost of surgery and care to the patient is generally unaffordable. Many citizens simply do not go to hospital, hopelessly dying at home.

Q. Provide more specifics on physician and staff recruitment plans - how many doctors, nurses, specialists are needed in each phase? What is the recruitment strategy?

A. Initially healthcare workers will be recruited from the best in Liberia, West Africa, and beyond. Due to the lower number of qualified healthcare workers in West Africa many will come from across the continent and beyond.

Our plan includes an in-country program to address the short-fall of experienced nero-medical trained personnel from the outset of funding. This element is critical to overcome the major deficit in people to draw from in Liberia.

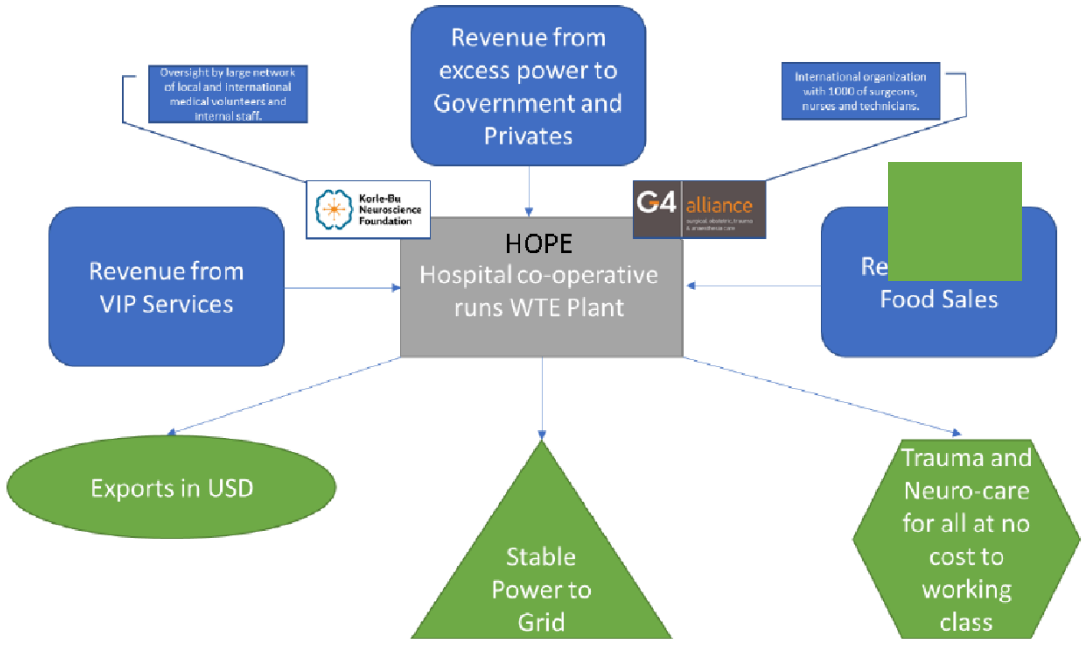
PEAK University will be unique in Sub-Sahara Africa and indeed most of the emerging / developing world in that graduates will be hold degrees recognized in all the G7 Nations. PEAK will be providing opportunities for Liberians and other West African students who merit enrollment fully paid education through to fully trained and accredited degrees in neurology, oncology, neuro-nursing, neuro-anesthesiology, etc. in return for binding contracts to serve at HOPE Liberia for one year for every year of education and residency complete with attractive pay and above average housing within the HOPE City lands.

Once established, HOPE Liberia has set up a reserve account that builds annually and is designed to act as a pension and benefits reserve for all employees at HOPE Liberia. Benefits will accrue to employees based on merits earned and length of overall employment.

Q. Explain how the facilities will be financed - debt, equity, philanthropy etc.

A. Initially the sustainable power from waste and fish and vertical farming will be able to service all debt in Phase 1. Investors will be sought from international development funds, and corporations with naming rights. After the initial investment, which will continue to service the debt with a projected return on investment of 8%, health services delivery and medical product development will make HOPE Liberia

economically self-sustainable.



Q. Elaborate on governance structure and how KBNF will maintain influence.

A. KBNF will constitute all the governing boards. KBNF Medical Cities Authority called (Hope for the World) will have oversight, authority, fiscal, legal, and responsibility of the innovative HOPE Liberia and its key functional component subsidiaries. (see page 9)

Q. Emphasize more on the social impact for charitable organizations - how will this project improve healthcare access and outcomes for the local population? Quantify the impact.

A. The project will be successful when all members of Liberia and West Africa receive the highest quality healthcare from the people of the region using self-sustainable resources from the region.

Q. Share plans for community engagement, outreach, and participation.

A. This development for a self-sustainable healthcare city will bring the brightest together from all over the world to work in a compassionate atmosphere of wellness and to promote cooperation, education, and healthcare for all individuals at the highest standards in order to build the local and long-distance economy.

Q/A. Share plans for land development and Liberian engagement.
In meetings between KBNF and the Ministers of Justice and Health, it was determined that a holistic and all-inclusive Master Planned City was required. To meet the need, a university and associated training hospital to educate, train, retain and grow capacity within Liberia has been planned. On June 19, 2023,

the Minister of Health granted KBNF 1,000 acres and June 2024 described 500 acres for the development of what is now referred to as HOPE Liberia. See last page. (A preliminary pre-finance / pre-feasibility Master Plan has been developed and available (HERE).

Q/A. Hospital Construction will be Modern, high-tech, energy sufficient, 240 acute care beds with office buildings, clinics, and outpatient services. It will meet the highest standards in the world.

Q/A. Health Tourism
Our business model assumes we will attract 669 cases per year on a private basis where the average stay including arrival, pre-operative nights and post-operative nights be 7 days. The cost per night in one of our private secure villas that includes rooms for family and private security with access to luxury hotel amenities for everyone in the entourage is US $2,800. At 75% capacity this equates to an annual income of US $12,096,000 per year; enough to cover all operating costs for the hospital and earn a profit.

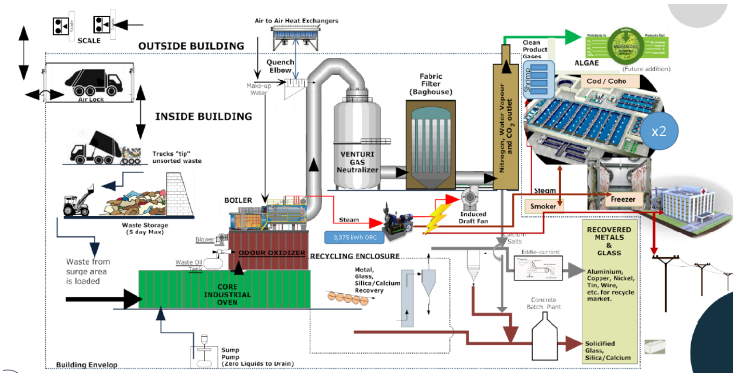
Q/A. Schools/Education University will provide for over 5,000 students throughout more than 12 schools in smart energy efficient buildings using the highest standards of curriculum from all over the world.

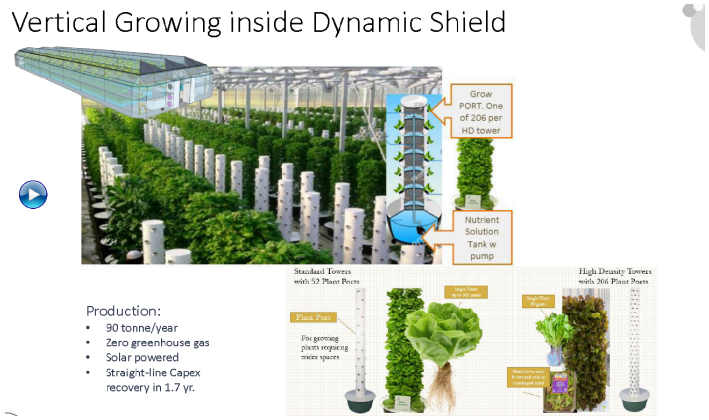
Q/A. Housing will meet the needs of the students, healthcare workers, educators, and visiting dignitaries providing 5-star accommodations for all that request at subsidized rates for the employees of HOPE Liberia.

Q/A. Accommodations/Hospitality/Retail/Commercial will be 5-star and generate revenue from visiting guests, dignitaries, and entrepreneurs.

Q/A. Power Plants will be exemplary and highly efficient using the most advanced sustainable fuels with a mixture of solar and biofuels. The power plants will supply all the power and economic needs of HOPE Liberia and the excess will be exported to Liberia and beyond.

Q/A. Agriculture/Farming on over 75 acres all together will provide for all the nutrition of HOPE Liberia and be exported to Liberia and other places as a large return on investment.





Q/A. Healthcare workforce will initially be obtained from the best in Liberia and West Africa and supplemented with others from around the world. Their income will be above the 75% for their country and be supplemented with all the benefits of HOPE Liberia including housing, wellness, education, and nutritious food at the lowest possible costs.

Q. Legal and regulatory - Navigating Liberian healthcare and real estate regulations could be complex for a foreign organization.

A. KBNF will work closely with local and international government partners and cooperatives to demonstrate sustainable development through compassionate care.

Overview of development

Early-stage financing requires endorsement by the Minister of Health, Minister of Energy, and President Boakai. Followed by a joint presentation to the UN Development Program, World Bank, US Embassy, Canadian Embassy, and Norwegian Embassy and their national development financing corporations.

Starting with the HOPE Liberia site powerplant, farming will begin with aquaponics and other food production for export. The waste powerplant heat will support on-site cold storage. This will demonstrate the fiscal feasibility needed to secure additional funds. These main funds will initiate the further development for the HOPE Liberia university, hospital, and housing.

Simultaneously, 3-20 Megawatt powerplants will be constructed across Liberia on KBNF deeded land with access to waste products. This partnership with the Liberian government will produce power locally for Liberian towns.

Phasing of HOPE Liberia will not begin within the center of the property but at several locations coming together as able in each phase as a hub and spoke model. Administrative and staff support offices will move in location during the phasing and sub phasing. There will be a combination of horizontal expansion and initial vertical builds. Landscape will integrate wellness parks and areas for food production, botanicals, and nutra-pharmaceuticals.

The Master Plan will have options for the changing needs during development and construction as well as necessary milestones.

Structure	Phase 1 - % of final build	Phase 2 - % of final build	Phase 3 100% of final build space
Conference Center	30%	83%	100%
PEAK	22%	49%	100%
WAMCE	15%	52%	100%
Housing	38%	73%	100%
Commercial	50%	84%	100%
Power	17%	51%	100%
Storage	50%	84%	100%
Sports recreation	20%	50%	100%
Farming	40%	90%	100%
Services	53%	84%	100%

REPUBLIC OF LIBERIA

MINISTRY OF HEALTH

P. O. BOX 10-9009
1000 MONROVIA 10, LIBERIA
WEST AFRICA

Office of the Minister

MOH/RL/WSJ-M/851/23

June 19, 2023

Dear President Ratel and Board of Directors:

KBNF Center of Excellence in Neuroscience and Health Care Campus – Liberia

Thank you for KBNF's January 22nd letter outlining the proposal to develop a center of excellence in neuroscience and health care hospital campus in Liberia. The Government of Liberia would like to thank KBNF for its commitment to and support of the people of Liberia over the last 10 years. The supplies, specialized equipment, and surgical missions have been a great value and is deeply appreciated.

The Government of Liberia views quality health care as a fundamental right of Liberians and treats it as a key priority. Pillar 1 of the Government's 2018 Pro-Poor Agenda for Prosperity and Development recognizes the importance of quality health care to economic growth and empowering Liberians.

This letter affirms the Government of Liberia's acceptance of KBNF's request for an initial land grant of 1,000 acres for the purposes outlined and the location identified in KBNF's January 22nd proposal letter; additional land will be granted if this land is verifiably used.

This land grant shall be conditional on KBNF presenting the Government of Liberia with a master plan for the entire area of the land grant by June 30, 2024. Though this deadline may be mutually extended until December 31, 2024, if substantial work has been completed.

Additionally, the Government of Liberia commits to protecting and preserving the Government and Public lands adjacent to the land grant area until KBNF's master plan is completed and development of those lands can be planned for the benefit of the people of Liberia.

Liberia's next century is bright and a health care investment of this magnitude and nature would be an excellent part of the Republic's bicentennial celebrations.

With kind personal regards, I remain,

Sincerely yours,

Wilhelmina J. Jallah, MD, MPH, CHES, FLCP, FAAFP
MINISTER

MINISTRY OF HEALTH
MINISTER
REPUBLIC OF LIBERIA

President and Board of Directors
Korle-Bu Neuroscience Foundation (Liberia), Inc.
9131 207B St.
Langley, BC, Canada
V1M 2P5

REPUBLIC OF LIBERIA

MINISTRY OF HEALTH

P. O. BOX 10-9009
1000 MONROVIA 10, LIBERIA
WEST AFRICA

Office of the Minister
MOH/RL/LMK-M/018/'24

February 29, 2024

Dear Sir/Madam:

Letter of Support
TO WHOM IT MAY CONCERN

Please accept this letter as a commitment of the Boakai Administration's strong support of and desire to partner with the Korle-Bu Neuroscience Foundation's (KBNF) efforts to strengthen the entire continuum of neuroscience care in Liberia. President Boakai was sworn into office in January 2024 and quickly unveiled his ARREST (**A**griculture, **R**oads, **R**ule of Law, **E**ducation, **S**anitation, and Tourism) agenda to build Liberia's future. The Ministry of Health is focused on building a vibrant healthcare system to serve as the backbone of the ARREST agenda by delivering quality and accessible care to all Liberians.

Currently, Liberia's healthcare system is in a critical state, suffering from a lack of infrastructure, a shortage of properly trained personnel, and inadequate medical supplies and equipment. Building a vibrant system will require proven and capable international partners who have demonstrated a commitment to the people of Liberia. KBNF is one of those partners.

Korle-Bu Neuroscience Foundation conducted its first assessment trip to Liberia in 2011 and it was 10 years ago (2014) that KBNF completed its first neurosurgical mission to our country at the Jackson F. Doe Hospital in Tappita, Nimba County. This mission marked the launch of neurosurgical services in Liberia. Dr. Alvin Nah Doe returned to Liberia in 2017 following his training in Senegal and since that time has been supported by KBNF with the goal to advance neurosurgical care in Liberia.

In addition to multiple neurosurgical missions, over the past decade KBNF has donated critically needed supplies and equipment to Liberia. This list includes but is not limited to two dual-user neurosurgical microscopes, multiple C-arm X-ray machines, many hospital beds, two ambulances, three hundred thousand United States dollars (US$300,000.00) worth of firefighting equipment and an immeasurable number of consumables. During our Ebola crisis, KBNF delivered significant aid in practical ways that were exceptional and dearly needed. In 2018, KBNF began partnering with the American charity Helping Those In Need to expand the size of the team on each surgical mission with the focus of bringing educators to train their Liberian counterparts. In 2021, KBNF incorporated a Liberia-based Non-Governmental Organization (KBNF-Liberia), established a medical supply warehouse, hired a Liberian country coordinator and began addressing the shortage of medical consumables and equipment by organizing distributions beyond Liberia's major hospitals to health centers and clinics in Montserrado and rural Liberia.

In early 2022, the Government of Liberia committed to grant land to KBNF as its contribution towards building a "hospital city" in Liberia with a focus on creating a centre for neuroscience excellence. The centre would focus on advancing the entire continuum of care through developing healthcare infrastructure, ancillary/utility infrastructure, and educating Liberians to work in their own health care system at an international standard.

REPUBLIC OF LIBERIA

LIBERIA LAND AUTHORITY

Ashman and Gurley Streets
Monrovia, Liberia

Office of the Chairman

LLA/C-jfc/JAM-98-24/RL

August 19, 2024

Ms. Marjorie Ratel
President
Korle-Bu Neuroscience Foundation
9131 207B St. Langley, BC V1M 2P5

Dear Ms. Ratel,

The Liberian Land Authority, acting upon a request from the Government of Liberia by and through the Ministry of Health hereby grants 500 acres of land in perpetuity, to Korle-Bu Neuroscience Foundation, 9131 207B St. Langley, BC V1M 2P5 for project HOPE Liberia, which is the Korle-Bu Neuroscience Foundation academic medical city of excellence.

The land is located in Bentol adjacent the National youth camp, 18 miles northeast of JFK Hospital in Monrovia, the said land is accessible by road from Monrovia to Bensonville. The exact coordinates of the 500 acres of land will be transmitted upon completion of the official survey and placed within the conveyancing document (deed) of the land.

The Government of Liberian is thankful to you and your foundation for your passionate devotion to building this extraordinary project for the people of Liberia, Africa and the world.

Please accept our renewed assurance for the realization of this undertaking.

Sincerely,

J. Adams Manobah, Sr. (Atty.)
CHAIRMAN