



كنوز عمان القابضة
Kunooz Oman Holding

Case Study: Successful Strategies of a Family-owned Business to Go Public

Dean Cunningham
CEO
Kunooz Oman Holding

1 December 2015

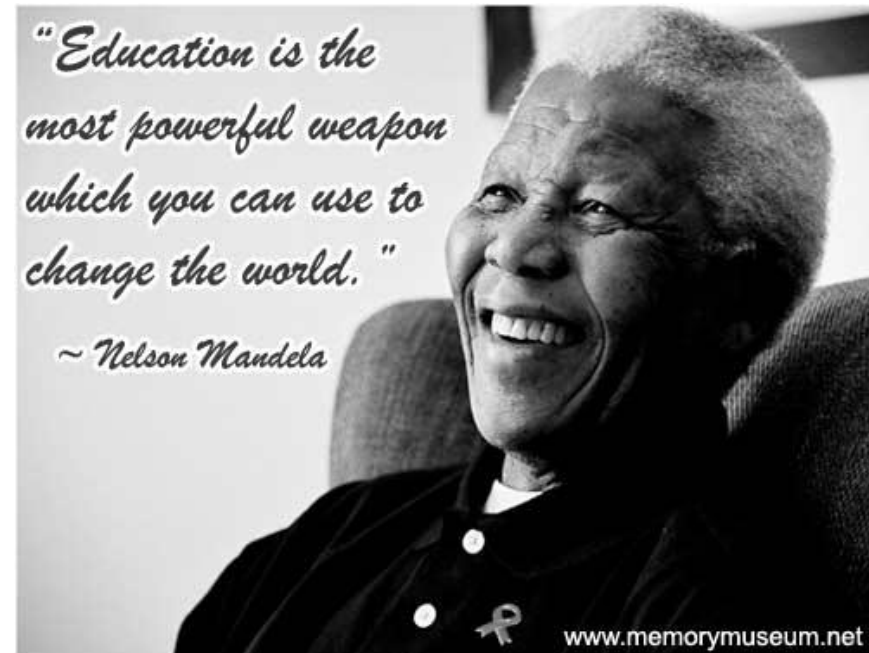
Disclaimer

Disclaimer: This presentation has been prepared by **Kunooz Oman Holding SAOC (Kunooz)**, for the recipient it has been addressed to. Un-authorized use and reference to this presentation will not be recognized by **Kunooz**. **Kunooz** has proprietary rights on this presentation. This presentation may not be disclosed to any third party or used for any other purpose without the prior written consent of **Kunooz**. Mere possession of this presentation does not entitle the holder to request more information nor does its possession confer any right. This presentation is for information only and cannot form basis of investment decision, legal contract or agreement. The information contained herein is of general nature and is not intended to address the circumstances of any particular individual or entity. There can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation and circumstances. **Kunooz** does not provide legal advice and any mention of regulatory framework or any legal requirements in this presentation is not meant as a legal advice. This presentation is provided without commitment and does not put **Kunooz** under any obligation.

Who am I?

- Dean Cunningham (57)
- South African
- Mining Engineer BSc (Mining) Engineering
- Career:
 - Stock Broking Research (rate gold, coal and platinum);
 - **Investment Banking** (Corporate Finance/ M&A/Capital Raising/Debt/Global Equity Sales);
 - Private Equity (diamonds, platinum chain, tanzanite)
 - **Project ownership and management** (gold, diamonds, tanzanite, manganese)
 - Beneficiation (gold, platinum, diamonds and SA government debate)
 - Strategy (across all aspects of mining)
 - JSE panel for Resources definition and Mining Law
 - Branding (diamonds and tanzanite) and Marketing (Webpage)
 - Management (structure, policy, legal and compliance, Internal Audit)
 - **IPO companies (Afrikander Lease, Afgem, TWP, Auroch and now KOH)**

- All humans deserve respect.
- Human behavior is fundamentally the same everywhere.
- Most people tell you what you want to hear.
- ***Education is the key fundamental for growth.***



Positioning to Today for Tomorrow



كنوز عمان القابضة
Kunooz Oman Holding

- Listing on the MSM within 2 years.
- Professionalize the business.
- Drivers:
 - Process Drivers
 - Stakeholders Mandate
 - Consolidation
 - Advisors
 - Board of Directors
 - Financial
 - Management
 - Operational
 - Look for Synergies
 - Branding and Market Awareness
 - Story
 - Outlook

Consolidation
Dec 2014

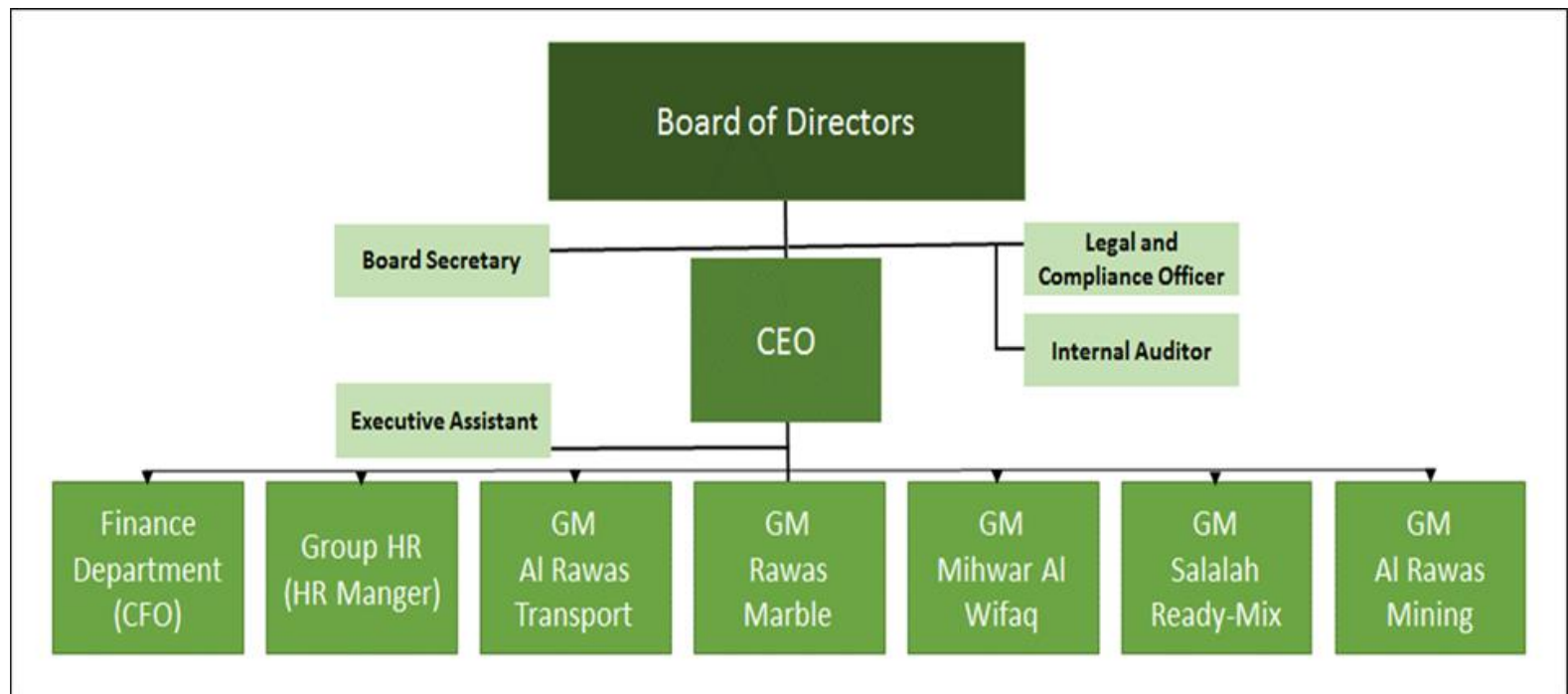


IPO

- Omanisation
- Mining Legislation
- Process within Ministries - Time lines
- MSM and CMA requirements.
- Local and International Economic Outlook
- ***Strategy – what we want to achieve and where we want to be in the***
 - *Short;*
 - *Medium; and*
 - *Long term.*

- Professionalize
- ***Remove Family management***
- IPO
- Transparency
- Put the following controls in place:
 - Financial
 - Operational
 - Management
- Grow the business in the Mining sector:
 - Locally; and
 - Internationally

- ***Structure for Holding Company***
- Consolidation of banking and all facilities



- Pick carefully the following:
 - Legal (time based)
 - Financial (time based)
 - Investment Bank (IB) (success)
- Partners for the next ± 24 months
- ***Perception of partners in the market***
- IB must have:
 - Research;
 - Fund relationships; and
 - Look at a premarket road show to demonstrate this.

- Small compact initially – new members when IPO'ing.
- Clear guidance and mandate.
- Must add value and challenge Management.
- ***Outside Directors***
 - ***Independent;***
 - ***Bring key skills to the Board;***
 - ***Strong on Governance; and***
 - ***Well respected in the market.***

- Center of going forward.
- Time line to match MSM reporting – quarterly, half yearly and annual results plus AGM.
- ***Budgeting and forecasting:***
 - ***Key function***
 - ***Must understand the business***
 - ***Real models with input functions***
 - ***Can be used for scenario planning***
 - ***One set only, everything done inside these models***
 - ***Continually updated and improved***
 - ***Maintained by one person.***

Holding Company:

- CEO;
- CFO;
- *Internal Auditor;*
- *Legal and Compliance;*
- *Human Resources;*
- *Financial Analyst;*
- *HSES;*
- *Administration; and*
- Company Secretary

Operations:

- **General Mangers**
- Finance Team

Comment:

- Team;
- Common Goal;
- Health and Safety;
- Mining Law followed;

- ***Right skills;***
- Review all processes;
- Mine to Port;
- Look for bottlenecks;
- Geological understanding;
- Reserves and resources;
- Mining Plan;
- Processing;
- HSES;
- ***Outsource – focus on core functions;***
- Cost reduction;
- Calculation of over time; and
- Manpower multi-tasked.

Look for synergies

- Regular meetings (GM, FM, Sales, HR, HSES, Processing, Mining)
- ***Center of excellence***
- Centralize Garage
- Key garage team for all operations (repairs and maintenance)
- Technical Management Team (internal advisory)
- Procurement
 - Group buying power;
 - Cost reduction; and
 - Controls

- Differentiate the Business's;
- Needs to be different, bold and fresh;
- Integrate all business under one common theme;
- Reflect the people, operations and the markets it works in;
- Updated and maintained with the latest news and events.

- Family business;
- Professionalizing;
- Infrastructure and urbanisation business;
- Focus on high growth economies;
- Project pipe line;
- Skills in the business; and
- Synergies being tapped.

- Strategy;
- Growth areas;
- Uniqueness in the market; and
- Goals and objectives



كنوز عمان القابضة
Kunooz Oman Holding

Thank you
Question and Answers