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derivative products, and environmental remediation. This management team will be led by Shahameen Sheikh, an experienced corporate executive with extensive experience in government representation, investment and finance in the Middle East, Europe and Asia. Ms. Sheikh has acted on behalf of the governments of the UAE, Saudi Arabia, Pakistan and Kuwait, and has advised state entities on issues of sovereign debt, protection of sovereign assets, and privatization strategy. As CEO and Chairman of International Strategy Consultancy ("ISC"), a Middle East advisory firm based in Dubai, she has also acted as strategic advisor to Western multinationals making major investments in the Middle East and Asia. In 1999, ISC was ranked among the three top deal-making consultancy firms in the region by the Middle East Financial Digest.

For the past three years, Ms. Sheikh has worked tirelessly to assist with efforts to ensure the payment of claims awarded by the UNCC, to bring together this world-class team of experts, to organize the Consortium, and together with Coudert Brothers LLP, The Albright Group, and the above-named financial advisors, to prepare this proposal.

### *Objectives and Details of the Proposal*

This multi-disciplinary team will offer a comprehensive plan to obtain and maximize the value of Kuwait's compensation. In response to the request of the Kuwait delegation on July 16, 2003, the proposal provides a range of values that might be achieved by the Consortium from monetizing the \$27 billion in Unpaid Awards. These scenarios are the result of painstaking analysis by the Consortium's financial team. The scenarios, however, are highly dependent on the outcome of what promise to be challenging financial and political negotiations with the UNCC, the permanent members of the Security Council, Iraq, and regional powers.

The terms of the mandate proposed by the Consortium are, therefore, shaped in anticipation of these impending political and financial challenges. Upon the Consortium's appointment as advisors to the GOK, we would propose to proceed on the basis of a mandate encompassing the following strategy:

- The Consortium, in order to protect the viability of the Unpaid Awards, will launch immediate, high level, sustained advocacy in world capitals, especially those of the permanent members of the UN Security Council, in coordination with the GOK, to protect the 5% allocation and the payment process under the UNCC.
- The GOK, in order to further protect and monetize the Unpaid Awards, would transfer them together with the US\$3 billion in monies previously received by the GOK from the UNCC (the "Paid Awards") to a special purpose vehicle established at the instruction of the Consortium.
- The special purpose vehicle would be used to (1) accelerate monetization of the Unpaid Awards, (2) invest the Paid Awards and the Unpaid Awards to achieve a target purchase price for payment to Kuwait, and (3) pay the target purchase price to Kuwait at the conclusion of the project. The purchase price will be comprised of monetization proceeds, investment returns, and return of the original Paid Awards. Pending monetization, a special purpose vehicle will receive in an escrow account the continuing payments being made by UNCC to Kuwait, and upon monetization of the Unpaid Awards, will receive these proceeds as well.