

# Kegan Real Estate

*We build better world with luxurious life*

# BUSINESS PLAN

## 2020 - 21

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# Executive Summary

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Overview: Mr. Rashid Bin Said, a banking executive based in Riyadh, Saudi Arabia has developed a unique concept for residential housing communities to be located in the King Abdullah Financial District area of Riyadh located north of the city. The initial community will have between 25-50 single-family villas and will be targeted toward middle-class residents of Riyadh.

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## Market Opportunity



According to a Jones, Lang, Lasalle report published in 2008, "the Saudi real estate market is in an early stage of development. It is however, poised for liftoff with demographic fundamentals and massive infrastructure investment providing the basis for growth and a positive outlook for most sectors of the real estate market. The residential sector offers the greatest potential. With an estimated residential stock of 875 million sq. m. in 4 million dwellin

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## Demand for Housing



A strong demand for housing stems sustainable for the near future, creating good opportunities for the real estate development business. Based on the most conservative estimates, housing units are expected to increase from 439 million housing units in 2004 to reach 7.01 million by 2020, representing a total investment of SAR 1.2 trillion. (Source: Jones, Lang, Lasalle.)

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Competition: There are a number of home builders and developers...

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## Management



**TIP**

Mr. Rashid Bin Said, a US. educated career banker will build an outstanding team of individuals that will form the Kegan development team.

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## Financing & Investment Forecast



**TIP**

In order to launch the Company, Kegan is seeking an investment of permanent capital in the amount of SR 50 million. In return for its cash investment, the new shareholders will receive an equity interest in the Company. The following financial summary is based upon the successful completion of the five residential communities (25 homes each) and is presented for illustration purposes only. No distributions or return of capital are contemplated.

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# Company Overview

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## Introducing Kegan



TIP

Welcome to Kegan Real Estate Company, Saudi Arabia's newest home builder and developer of residential communities.

Kegan Real Estate will design and build new villas and communities with the customer in



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## Business Model



TIP

Kegan is a real estate developer in the truest sense of the word. It owns no construction equipment. Nor does it employ construction workers. There are no engineers, architects, or designers on its staff. Kegan buys land and utilizing the resources of others on a variable cost basis, turns the land into profits. means there are few fixed operating expenses.

While there will be land and inventory on the Company's balance sheet

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## Short Term Goals



TIP

During the first two years of the planning period, Kegan will achieve the following goals and objectives:

- Register the Company as a Saudi corporate entity;
- Raise the capital necessary to develop the first community;
- Assemble the Company's senior team which will include a Director

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## Long Term Strategies



TIP

Kegan has set the following longer-term strategies for the Company:

- The profits from the completion of the first community will be retained in the Company and used to build the Company's balance sheet;
- Toward the end of year 2, Kegan intends to close the acquisition of its second piece of land;

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## Keys to Success



TIP

Kegan believes it has the right combination of experience, skill, and vision to quickly put the Company on a rapid track for growth and profits. The following factors will contribute to its success:

- Land for residential development will be acquired only in excellent locations;

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# Kegan Villas

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## Location



TIP

The Company's first residential development will be located in the King Abdullah Financial District area of Riyadh located north of the city. Riyadh is the capital city of the Kingdom of Saudi Arabia and now rivals any modern city in the world in the splendor of its architecture. Broad highways sweep through the city, passing over or under each other in an impressive and still growing road network. Trees now bedeck the road streets and avenues, giving

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## Contemporary Living for the 21<sup>st</sup> Century



TIP

In its first community, Kegan will build comfortable, affordable villas that are Saudi specific, yet unique and right for the way people want to live today. A typical Kegan three-story villa offers a versatile floor plan. The upper level is spacious with three bedrooms, two full baths, and a balcony that may be converted to a fourth bedroom. The luxurious master suite will be a favorite retreat with its private deluxe bath featuring an extravagant garden

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## The Complete Package



TIP

Buying a Kegan villa is not only unique but is also the Company's principal competitive advantage. In Saudi Arabia new homes are typically sold as shells with only the fixtures, flooring, garage and landscaping included. The buyer buys the shell and is responsible for all other improvements. With a Kegan villa, the buying experience is turned on its head because a Kegan home will include split A/C, all cabinetry, complete kitchens and bathrooms, all electrical

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## Pricing Strategy





TIP

Kegan has determined that its target customer can afford to pay SR 13-1.4 million for a completely furnished, nicely sized villa. Furthermore, Kegan has determined that to achieve its anticipated investment returns, the villas must be priced at a multiple of 1.8 times cost. The pricing scenario assumes that the average villa will have a total of 400 sqm of living space in three levels and be constructed on a plot of approximately 400 sqm. The table below p

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## Implementation Strategy - Action Plan



TIP

The following is a step by step approach to the successful development of Kegan's first residential community project. Please note that while a numerical order is provided, some activities will happen simultaneously.

### **Implementation Strategy**

1. Locate properly

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# Market Opportunity

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## Target Market Overview



TIP

Riyadh, or Arriyadh, is the capital of Saudi Arabia and the nation's legislative, financial administrative, diplomatic, and commercial center. It is also the location for foreign embassies, universities, banks, and corporate headquarters.

In a region where tradition, modernity, and globalization converge, Riyadh is the focal point of the Middle East's largest economy. Arriyadh is an

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## Demand for Housing



TIP

According to Jones Lang LaSalle, an international financial and professional services firm specializing in real estate services and investment management, Saudi Arabia's residential market is defined by two trends:

- A fast-growing and relatively young population along with a declining average household size, which together is driving demand for residential dwellings in all major urban areas of Saudi Arabia.

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## Housing Shortage Overview in Saudi Arabia

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TIP

Colliers International released a report in 24" Quarter of 2009 that provided ample data on the housing shortage in Riyadh. The report summarized its findings as follows:

"Riyadh's population continues to grow by 2.2% per annum, prompting the Development Authority to forecast annual demand for 30,000 residential units by 2013. Despite the efforts of the Saudi Government through

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## Housing Shortage Overview in Riyadh

Start Writing here...

## Housing Prices



TIP

The following was prepared by the Banque Saudi Francis in their first BSF Real Estate Survey conducted at the end of Q1 2010:

"Residential property prices in Saudi Arabia, which eased broadly in 2009, are on the rise again in 2010, according to the findings of Banque Saudi Fransi's first BSF Real Estate Survey. The capital city Riyadh has seen the biggest gains in apartment and villa prices so far this year."

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## Kegan Home Prices



TIP

Kegan homes will be affordable at 350-500 sqm. This is the right size for the Company's target customer. Kegan believes that this largely un-penetrated demographic represents people who cannot afford a shell house worth more than SR 2 million but want a house that is livable and meets all of their requirements. Prime target customers are professionals of the medium to upper-medium class, who do not have the time to build their own home.

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# Marketing & Sales

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## Market Positioning & Brand



TIP

In marketing Kegan, the developer has two challenges. The first is creating awareness for the community in a cost-efficient way that will drive a sufficient number of qualified prospects into its sales channels. The second challenge is to distinguish the Property from the other residential developments, not just in the King Abdullah Financial District but also from residential developments in all of Riyadh.

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## Marketing Strategies



TIP

Kegan will achieve its marketing objectives through a carefully conceived and aggressively implemented marketing program highlighted by the following tactics:

- Advertising in major Riyadh newspapers and news sites;
- An incentive program for the local real estate agents and brokers

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## Sales Strategies



TIP

Kegan's marketing strategies are designed to drive prospective buyers into the Company's sales channels so that prospects can be converted into villa buyers. Kegan will implement a multi-faceted sales approach to attract, contact and retain

- New customers through several approaches:


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## Sales Process



**TIP**

When prospective buyers visit the Kegan community sales center, they will be greeted by a sales agent and are asked how they might be assisted. Most visitors will be encouraged to first tour the sales center where they will be able to see graphically enhanced drawings, plans, and photographs of both interior and exterior villa features. It is at this time that the sales agent will explain the unique way in which Kegan villas are purchased and how that differs from other real estate markets. [Read More](#) 

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# Competition & Competitive Advantages

## Competitive Landscape



TIP

As was documented in Section 4 of this document, there is a significant demand for new housing in Saudi Arabia and specifically in the Riyadh metropolitan area. The response to this demand has been the growth of the residential building sector of the economy. There are a small number of large residential builders and community developers in Riyadh as well as a larger number of smaller builders. The biggest issues that separate one builder from another are the quality of the construction, the speed of the construction, and the quality of the customer service.

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## Direct Competitors

### Features



#### Dar Al-Arkan

Dar Al-Arkan is now operating on a larger scale than before and believes it is now leading the way in the Kingdom in the design, project management and construction of master-planned lifestyle residential communities. Such communities are developed over large parcels of land and include social as well as public service utilities, leisure space, sporting facilities and other amenities.

<http://www.slarkan.com/>



#### Al-Saedan

Al-Saedan Real Estate Co is one of the leading real estate companies in Saudi Arabia and within Arab countries. The company has a strong profile of development achievements in the field of plans development, building commercial and residential centers, selling and buying local and international real estates, providing consultation in real estates and providing valuation and estimation services.

<http://www.saedan.com/?p2>



### Almosa Real Estate

There does not appear to be a website on this company. However, Kegan believes that this company is similar to Dar Al-Arkan and Saedan in that Almosa is a large company that has more interest in buying land than in building communities with the people who live there in mind.

## Competitive Advantages



**TIP**

Kegan Real Estate Company believes that once it begins operations it will have a small number of important competitive advantages over the other builders including:

- Though Kegan will begin much smaller than most established builders, it will be managed as professionally as the most professional (

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# Company & Management

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## Company



TIP

Kegan Real Estate Company will register as a corporate entity under the laws of the Kingdom of Saudi Arabia prior to raising the capital for the first development. Kegan's offices will be located in Riyadh. The Company, when fully staffed will have 6 full-time employees, complemented by several independent contractors and part-time consultants on a project basis.

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## Development Team



TIP

Kegan has allocated '1 year from the time the initial capital is raised for the project until the first community is ready to sell its first villa. Kegan's founder understands that the development of the project is a team effort. The Kegan development team will consist of Kegan founder, a Director of Construction, and an impressive list of design and construction firms.

Assembling a team of professionals to address the environmental

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TIP

The founder will act as the Developer. The developer will be responsible for.

- Completing concept, feasibility, and budget;
- Property Acquisition;
- Hiring and supervising the Director of Construction;
- Organizing all financing;

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## Developer

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## RASHID BIN SAID

Founder, Developer & CEO [rashid@example.com](mailto:rashid@example.com)

Mr. Bin Said graduated from Marymount University in the United States with a combined major in Marketing and Mass Communications. Post-graduation he worked for the Walt Disney Company (NYSE DIS) and Bank of America (NYSE: BAC) in the US.

Mr. Bin Said returned to Saudi Arabia in late 2003 where he joined the Samba Financial Group as a Relationship Manager in the Corporate and Investment /Smiting Group, handling top tier corporate clients and their banking needs. He later moved to the Arab National Bank where he served in a similar position for 2 years. Mr. Bin Said is currently a Senior Relationship Manager at Alinma Bank. Subsequent to the funding anticipated by this document, Bin Said will resign his position with the Bank and commit his full time to Kegan Real Estate Company.



TIP

The Director of Construction will be responsible for all aspects of the construction of the project. This means that the Director of Construction will be responsible for turning over a completed villa to the Developer for sale to each customer. Specific responsibilities include:

- Hiring and supervising a General Contractor;

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### Director of Construction

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### Future Senior Team Members



TIP

The Director of Construction will oversee all aspects of an entire building and construction project, so organizational skills are pertinent. He will typically have a university degree in architecture, construction science, or a related field with an emphasis on construction management and at least 5 years of professional experience. This individual will have experience in reading construction documents and manuals, estimating, procuring, budgeting, and pos

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### Director of Construction

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## MEMBER NAME

*Director of Construction*



**TIP**

The Chief Accountant, under the direction of the CEO, is responsible for supervision and control of the general accounting area, and for financial statement and report preparation. This individual will possess a university degree in accounting and have at least 5 years of job experience related to real estate or construction.

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## Chief Accountant

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## MEMBER NAME

*Chief Accountant*



**TIP**

The Director of Marketing & Sales will provide leadership and coordination of all sales and marketing functions and strategies reporting to the CEO. This individual must have previous experience in the marketing and sales of single-family homes in the Kingdom. Specific responsibilities will include:

- Direct and coordinate Company sales and marketing functions

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## Director of Marketing & Sales

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## MEMBER NAME

*Director of Marketing & Sales*

## Other Staff



TIP

In addition to the four senior management team members highlighted above, Kegan will employ the following additional full-time staff members:

- Sales Manager responsible for villa sales
  - Administrative Assistant to the CEO and Director of Construction
- Part-time sales agents will assist the Sales Manager in villa sales.

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## Independent Directors



TIP

Independent directors collectively possess an extensive business, legal, regulatory, financial, and entrepreneurial experience. Kegan believes that the most effective independent directors will come from the Company's investor group or individuals suggested by its investors.

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# Financial Plan

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## Financing & Investment Forecast



TIP

In order to launch the Company and complete five residential developments, Kegan S is seeking an investment of permanent capital in the amount of SR 50 million. In return for its cash investment, the new shareholders will receive an equity interest in the Company.

There are two very important distinguishing factors that separate Kegan S from other residential community developers. The first is its unique business model.

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TIP

The business model that has been detailed in this document provides for the development of 5 -25 single family home developments to be built during the 6 year planning period. In years 2 - 6, the company will return in excess of 30% on sales and a return on investment approaching 20% in each year. The Company is being capitalized on a solid foundation of permanent capital. No debt will be employed in the development of the first five communities.

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## Solid Balance Sheet

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TIP

Perhaps the most compelling aspect of the financial model is its cash flow. Kegan generates a positive cash flow of approximately SR 9 million in years 2 - 3 and an impressive SR 23 million in year 6. This leaves ample cash available for distributions in the event that the Company's Board of Directors was to decide on annual distributions. For example, if the Board were to distribute say, SR 5 million in each year beginning in year 2, the investors would receive a return on investment of approximately 20% per year.

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## Impressive Cash flow

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TIP

The following financial summary is based upon the successful completion of the five residential communities (25 homes each) and is presented for illustration purposes only. No distributions or return of capital are contemplated within these figures.

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## Financial Summary

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## Financial Assumptions



TIP

It is assumed that:

- Kegan will start one residential community each year for five years.
- Each community will have 25 homes
- Each community will take 24 months to complete, with the following timeline:

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## Projected Profit and Loss

	Year1	Year2	Year3	Year4	Year5
REVENUE					
Single Family Homes	0	32,500,000	32,500,000	32,500,000	32,500,000
Minus: Sales Communications and Expenses	0	(812,500)	(812,500)	(812,500)	(812,500)
<b>Net Revenue</b>	0	31,687,500	31,687,500	31,687,500	31,687,500
COST OF SALES					
Land and Construction	15,000,000	15,000,000	15,000,000	15,000,000	0
Basic Leaving Necessities	0	2,145,000	2,145,000	2,145,000	2,145,000
Furniture (Ground Floor)	0	950,000	950,000	950,000	950,000
Furniture (2nd & 3rd Floor)	0	1,375,000	1,375,000	1,375,000	1,375,000
Electronics	0	450,000	450,000	450,000	450,000
<b>Total Cost of Good Sold</b>	15,000,000	19,920,000	19,920,000	19,920,000	4,920,000
<b>GROSS PROFIT</b>	(15,000,000)	11,767,500	11,767,500	11,767,500	11,767,500

	Year1	Year2	Year3	Year4	Year5
OPERATING EXPENSES					
Payroll Expenses					
Payroll	1,800,000	1,890,000	1,984,500	2,187,911	2,297,337
Payroll Taxes	162,000	170,100	176,605	196,912	206,769
Employee Benefits	12,000	12,600	13,230	14,936	16,316
Payroll Processing	1,930	1,390	1,985	2,136	2,297
<b>Total Payroll Expenses</b>	<b>1,975,800</b>	<b>2,074,590</b>	<b>2,178,320</b>	<b>2,401,997</b>	<b>2,621,517</b>

	Year1	Year2	Year3	Year4	Year5
General and Administrative Expense					
Automobile Expense	145,000	152,250	159,063	167,898	178,246
Computer Expense	50,000	52,500	55,126	57,661	80,775
Due and Subscriptions	1,930	1,390	1,985	2,034	2,297
Entertainment and Meals	0	0	0	0	0
Insurance	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Office Expense	8,000	6,300	6,615	8,946	7,293
Postage and Delivery	2,400	2,520	2,413	2,778	2,917
Accounting Fees	100,000	105,000	110,250	115,783	121,651
Legal Fees	70,000	73,500	77,175	81,034	65,035
Rent	200,000	210,000	220,500	231,525	243,101
Telephone	13,000	13,850	14,333	15,049	15,932
Travel	93,030	31,500	33,075	34,729	30,465
<b>Total General and Administrative Expenses</b>	<b>618,200</b>	<b>849,110</b>	<b>681,566</b>	<b>715,844</b>	<b>751,428</b>

	Year1	Year2	Year3	Year4	Year5
OPERATING EXPENSES	2,594,000	2,723,700	2,859,885	3,002,379	3,153,023
	(17,934,000)	9,043,800	8,907,615	8,764,621	8,131,477
Deprecitation	0	0	0	0	0
Interest Payment	0	0	0	0	0
<b>NET INCOME</b>	(17,934,080)	9,043,800	8,937,615	8,7134,621	8,814,477

## Balance Sheet Projections

	Year1	Year2	Year3	Year4	Year5
Current Assets					
Cash	32,722,417	41,771,621	93 664 910	59,455 489	68,076,222
Account Receivables	0	0	0	0	0
<b>Total Current Assets</b>	32722,417	41,771,621	50,684,910	99,455489	63,076,222
Long-Term Assets					
Prop. Systems and Equipment(net)	0	0			
<b>Total Long-Term Assets</b>	0	0	0	0	0
<b>Total Assets</b>	32,722417	41,771,621	50,684,910	59,455,489	63,076,222
Liabilities and Stockholder's Equity					
Current Liabilities					

	Year1	Year2	Year3	Year4	Year5
Account Payable	316 417	321 821	7195	333,453	3;9,09
Line of Credit	0	0	0	0	0
Total Current Liabilities	316,617	321,821	327,495	333,453	339,709
<b>Total Liabilities</b>	316,617	321,821	327,495	333,453	339,709
Stockholder's Equity					
Common Stock	60,000,000	60000,000	60,000,000	60,000000	60,000,000
Retained Earnings	(17,544,000)	(8,550,200)	367,415	9,122036	17,735513
Total Stockholders' Equity	32,406,000	41449,800	50,357,415	59,122,036	67,736,513
<b>Total Liabilities &amp; Stockholder's Equity</b>	32,722,417	41,771,621	50,684,910	59455,489	63,076,222

## Cash Flow Statement

	Year1	Year2	Year3	Year4	Year5
CASH INFLOWS					
Collection of Accounts Receivable	0	31,887,500	31,687,500	31,687,500	31,837,930
Proceeds from line of Credit	0	0	0	0	0
Proceeds from Shareholders	50,000,000	0	0	0	0
<b>TOTAL CASH INFLOWS</b>	60,000,000	31,687,930	31,687,500	31,687,500	31,667,500
CASH OUTFLOWS					
Payment on account Payable	17,277,933	22,839,298	22,774,211	22116921	23,088,787



	<b>Year1</b>	<b>Year2</b>	<b>Year3</b>	<b>Year4</b>	<b>Year5</b>
Payment to Purchase Fixed Assets	0	0	0	0	0
Payment of Principal to Shareholders	0	0	0	0	0
Payment of Cash, Distributions to Shareholders	0	0	0	0	0
Principle Payment - Line of Credit	0	0	0	0	0
Interest Payment - Line of Credit	0	0	0	0	0
<b>TOTAL CASH OUTFLOWS</b>	17,277,583	22,638,296	22,774,211	22,916,921	23,566,767
<b>NET CASH FLOWS</b>	32,722,017	9,049,204	8,913,289	8,770,579	8,620,733
<b>CASH, BEGINNING OF PERIOD</b>	0	32,722,417	41,771,621	50,680,910	93,455,493
<b>CASH, END OF PERIOD</b>	32,722,017	41,771,621	50,684,910	59,455,4E9	68,076,222