

EDUCATION INVESTMENT MENA

8 – 10 October 2012
Mövenpick Hotel JBR
Dubai, UAE

Unveiling major growth, investment and partnership opportunities for education operators and investors in MENA

Attend Education Investment MENA to:

- Meet** the regional regulators creating new opportunities for private education providers in the Middle East
- Understand** which underserved market segments are being prioritised to differentiate your offering
- Learn** the essential regulatory and licensing requirements for developing and expanding schools in MENA's diverse markets
- Implement** proven management, scaling and value-add strategies to expand your brand across the region
- Build** the business case for investing in education with the latest updates in valuations, dealflow, M&A, value-add and exit options
- Develop** new business ventures during hosted meetings and structured networking breaks with key operators, investors, financiers and professional service providers

PLUS!

Two essential in-depth workshops to help expand your business in the Middle East:

- A** Building, upgrading and maintaining world class learning environments
- B** Developing a robust and scalable business plan for education operators

Featuring veteran insight and vision from the industry elite, including:



Dr Abdullah Al Karam
Director General
Knowledge and Human Development Authority



Dino Varkey
Group Executive Director and Board Member
GEMS Education



Ziad Azzam
CEO
Taaleem



Craig Considine
Headmaster
Millfield School UK



Dr Bader Aloliwi
CEO
AlRowad Schools



Dr Ayoub Kazim
Managing Director
Education Cluster
Dubai International Academic City



Bernard West
CEO
Tadrees Holding



Dr Ahmed Shabana
Partner
Ernst & Young



Fahim Muscatwalla
Vice President
Abraaj Capital



Atul Chauhan
President
Amity Education Group

Platinum Partner



Gold Partner



Silver Partner



Exhibitor



Knowledge Partner



Academic Partner



Supporting Partner



Supporting Association



EDUCATION INVESTMENT MENA

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Bringing together the region's leading regulators, operators and investors

Education stands today as the single most important priority for every Government across the Middle East. With public systems unable to deliver to the scale required to serve a soaring population, **major opportunities are available for the private sector to provide the expertise, facilities and finance required to deliver a world-class education to the leaders of tomorrow.**

Supported by the Knowledge and Human Development Authority, **Education Investment MENA** will highlight the major prospects for operators, investors and financiers in the Middle East and North Africa's booming education market.

With the K-12 market standing today at a staggering US\$1.9bn in the UAE alone*, **MENA's education market represents the largest and most dynamic education market in the world.** As regional Governments increasingly embrace the expertise the private sector can bring to driving educational excellence, now is the time for you to be involved, and having the right market information, proven strategies and critical contacts is vital.

Industry Leaders Taking the Stage Include:



Adonis Nasr
CEO
Academia Management Systems International



Andrew Homden
Principal
Jumeira Baccalaureate School



Saad Abou Chakra
Chairman
EDUGATES International



Benjamin Lee
Co-Founder, President and Deputy CEO
Evolence Knowledge Investments Limited



David Williamson
Chair of the International Campus Committee
Millfield School, UK



Dimitris Tsitsiragos
Vice President
International Finance Corporation



Imad Ghandour
Founder and Managing Director
CedarBridge



Jens Yahya Zimmermann, Partner and
Managing Director
New Silk Route Growth Capital

What makes Education Investment the must-attend event for your business?

- FIRST HAND ACCESS** to the latest information on upcoming regulations, future enrolment trends and skills requirements in MENA
- INTERNATIONAL INSIGHT** from leading investors on the investment structures, acquisition plans and exit options that ensure sustainable returns for stakeholders
- BUSINESS GROWTH PLANS** direct from globally renowned education operators sharing proven enrolment and scaling strategies to expand your brand
- VALUE ADD STRATEGIES** that harness private equity and finance options to deliver world class education provision and facilities
- FACE TO FACE MEETINGS** mean potential new deals, opportunities for investment and peer-to-peer discussions in our interactive panel discussions and structured networking breaks

Who will you meet?

- | | |
|---------------------|----------------------|
| Regulators | Developers |
| Policy makers | Architects |
| Education operators | Contractors |
| Investors | Service providers |
| Financiers | Technology suppliers |
| Consultants | |

What sectors of the market will be covered?

- Pre-KG
- K-12
- Higher and Further
- Vocational
- Online and Distance



*The Parthenon Group; Investment Opportunities in K-12 and HE in the UAE & KSA

08.00 Registration and welcome refreshments

08.50 Chairman's opening remarks
Professor Ralph Tabberer CB, Chief Executive, BBD Education

09.00 **KEYNOTE ADDRESS**

Dr Abdullah Al Karam, Director General, Knowledge and Human Development Authority Dubai

09.15 **THE OPPORTUNITY**

The Big Picture: The current size, scope and potential of MENA's education market

- Examining the size and future growth potential of the various education sectors in MENA: Kindergarten, K-12, Higher, Vocational
- Tracking population growth trends in light of the economic climate and the ensuing impact on enrolment numbers
- Identifying gaps in the current education offering that create major opportunities for private sector involvement
- Localising education: How can we transform regional education into a global industry while retaining education quality and local cultural priorities?

Ashwin Assomull, Partner, The Parthenon Group

09.45 **REGULATORS RESPONSE**

Developing education policies to meet the soaring demand for world class education

- Outlining the past development and current legislation across MENA's diverse education markets
- Increasing transparency in regional legislation and access to reliable data to increase investment opportunities and facilitate progression
- Streamlining the license awarding system while maintaining the integrity and balance of the region's education offering
- Developing investment promotion agencies and trade relationships to harness international expertise in education development

Mohammed Darwish, Chief of Regulations and Compliance Commission, Knowledge and Human Development Authority Dubai

Joined by senior representatives of leading regional regulators

10.30 **MANAGING EDUCATION**

Meeting the Challenge: Effective management strategies that drive excellence in education operations across the world

- Establishing effective Governance strategies to optimize owner/operator relationships
- Monitoring and managing business performance to maintain exemplary standards
- Engaging with students, parents and the wider community to ensure return on investment for all stakeholders
- Effective leadership and transformation through periods of cultural and global change

Dino Varkey, Group Executive Director and Board Member, GEMS Education

11.00 Morning refreshments and speed-networking break

Business cards at the ready! An engaging high-speed session where all delegates have the opportunity to meet with peers, speakers and guests in a chance to build new relationships and win new work in this growing market.

11.30 **GUEST ADDRESS: Establishing and developing world-class education businesses in the Middle East**

Ziad Azzam, CEO, Taaleem

12.00 **Technology and E-learning in focus**

- The role of digital and interactive technologies in revolutionising the way schools and pupils learn
- How are e-learning products ensuring continued development and engagement of today's students?
- Understanding return on investment from technology and e-learning developments
- Improving quality of education through the latest developments in interactive learning

Dr Ahmed Shabana, Partner, Ernst & Young

12.30 **Outlining key legal and practical considerations for investing in the MENA education sector**

- Reviewing MENA's diverse legal frameworks and implications for regional and international investors
- Setting up in MENA: Key practical and cultural considerations international operators need to be aware of
- Addressing the challenge of protecting IP and retaining brand identity with local partners
- Assessing the most appropriate company structure and business model to ensure successful long term partnerships

**Niall O'Toole, Partner, Clyde & Co
 Leopold Zentner, Senior Associate, Clyde & Co**

13.00 Lunch and networking break

14.00 **HARNESSING THE PRIVATE SECTOR**

What role for the private sector in driving education growth in MENA? Debating the validity, role and position of the public and private sectors in delivering education

- Examining current and future local, regional and global targets for private sector participation and debating whether they can be met
- To what extent is the region comfortable with the idea of commercialising education, and the profitability of for-profit education?
- Examining the current public sector strategies in place to increase private sector involvement in raising education standards
- Can international operators understand and provide education that meets the cultural and religious values of the resident market?

Dimitris Tsitsiragos, Vice President, International Finance Corporation

**Bernard West, CEO, Taadrees Holding
 Shailesh Dash, Founder and CEO, Al Masah Capital
 Benjamin Lee, Co-Founder, President and Deputy CEO, Evolve Knowledge Investments Limited**

14.45 **INVESTMENT TRENDS IN EDUCATION**

Outlining international and regional trends in the education sector investment from the global leaders

- Reviewing the education investment sector's past performance and future growth trends: Deal volume, size, structures and provenance
- How attractive is education when compared with other defensive assets?
- What key selection criteria and performance indicators are most important?
- Is there a mismatch between education as an asset and PE timelines for returns?
- To what extent is the lack of viable exit options hindering the development of the sector?

**Jens Yahya Zimmermann, Partner and Managing Director, New Silk Route Growth Capital
 Sandeep Aneja, Managing Partner, Kaizen Private Equity**

15.30 Afternoon refreshments and networking break

16.00 **VALUE-ADD PROPOSITIONS**

Value creation in education portfolio companies: An operational partner perspective

- How can investors and education providers work together

KEYNOTE ADDRESS

to increase the value proposition for both students and sponsors?

- Establishing key objectives, performance indicators and timelines from day one to monitor business growth and ensure agreed targets are met
- Implementing international best practice from leading global education companies
- Ensuring efficient corporate governance, finance and business management

Fahim Muscatwalla, Vice President, **Abraaj Capital**

Imad Ghandour, Founder and Managing Director, **CedarBridge**

Saad Abou Chakra, Chairman, **EDUGATES International**

Saeb Salam, Vice President Alternative Investments, **NBK Capital**

16.45 EDUCATION MERGERS AND ACQUISITIONS

Evaluating the potential for M&A activity in the MENA region

- Discussing the full potential and current barriers to mergers and acquisitions within education services
- Overcoming the thorny question of accurate valuations of an education operation as a business rather than a real estate asset
- Identifying the required scale of a target in order to successfully acquire and integrate
- Ensuring curriculum, cultural and management concerns are addressed to ensure successful mergers

Louay Khatib, Managing Partner, **Knowledge Venture LLC**

17.15 Chairman's closing remarks

Day Two

9 October 2012

09.00 Opening remarks from the Chairman

09.10 Introducing British Independent Schools to the MENA Region

KEYNOTE ADDRESS

An exclusive opportunity to hear from one of the UK's leading co-educational independent schools considering expanding into the MENA region; Millfield School. Understand their motivation for examining expansion into the region, the key market criteria under consideration, the potential they see for the regional market, as well as the expertise that Millfield's academic standards and reputation could bring to the region.

Craig Considine, Headmaster, **Millfield School**, UK

David Williamson, Chair of the International Campus Committee, **Millfield School**, UK

09.40 THE BUSINESS OF EDUCATION IN MENA: Insight and lessons learnt from the region's biggest and newest players in MENA

- How have the region's operators performed during the growth of MENA's education market?
- Where do they see the biggest opportunities for themselves over the coming years?
- How have changing demographics, enrolment strategies and increasing regulation impacted the industry?
- Examining effective leadership and transformation strategies for challenging times
- Engaging with students, parents and key stakeholders to deliver world-class education facilities and services

Dr Bader Aloliwi, CEO, **AlRowad Schools**

Poonam Bhojani, CEO, **Innoventures Education**

Ashok Kumar, CEO, **Indian High School**

Adonis Nasr, CEO, **Academia Management Systems International**

10.20 FINANCE FORUM: Securing start-up and growth financing from regional and international debt and equity markets to ensure sustainable finance

- What role can debt and equity financiers play in developing education projects
- The role and participation of International Development Banks (IDB's) in financing MENA's education
- Sourcing start-up capital: Bank debt vs private equity vs family office
- Injecting growth capital into projects to ensure organic growth: The role of private equity, venture capital and traditional sources of debt financing
- Accessing finance without relinquishing control: How to effectively manage the investor/operator relationship

Salah-Eddine Kandri, Manager Consumer Products EMENA, **International Finance Corporation**

Benjamin Lee, Co-Founder, President and Deputy CEO, **Evolence Knowledge Investments Limited**

Jens Yahya Zimmermann, Partner and Managing Director, **New Silk Route Growth Capital**

11.00 Morning refreshments and networking break

11.30 CASE STUDY: Expanding a leading education group into a globally competitive brand

Hear in-depth insight into how to successfully develop scale within your business to develop into a world class education leader. Learn directly from Mr. Atul Chauhan, President of Amity Education Group, on how the group retained outstanding educational quality and excellence throughout its expansion to 95,000 students across the world. Understand the major challenges to creating scale, how to manage the international expansion process, and what you need to know to expand your brand across the globe.

Atul Chauhan, President, **Amity Education Group**

12.00 BRANCH CAMPUS SUCCESS: Establishing branch campus structures to capitalise on regional demand while securing brand growth

- Capitalising on the soaring demand for internationally branded education providers in the region and the prospects for branch campuses
- Current and future trends: Potential of south to south and south to north expansion strategies
- Developing a branch through the incubator concept to reduce risk and maintain brand integrity
- Assessing the sustainability of academic programmes to successfully ensure enrolment targets

Dr Ayoub Kazim, Managing Director – Education Cluster, **Dubai International Academic City**

13.00 Lunch and networking break

14.00 Innovations transforming education in the Middle East
Speaker to be announced

14.30 HUMAN CAPITAL: Attracting, retaining and managing human capital to launch high-performance centres of excellence

- Effectively recruiting from domestic and international markets to ensure the highest quality of teaching
- Working within local staffing policies to meet parameters and ensure cultural diversity of teaching body
- Maintaining attractive salaries without compromising business objectives

Andrew Homden, Principal, **Jumeira Baccalaureate School**

15.00 Afternoon refreshments and networking

15.30 SECTOR-BY-SECTOR ANALYSIS Market Opportunity Overview: Examining the growth potential of MENA's diverse education sectors

This engaging session will feature round table discussions examining the key fundamentals of four major investment sectors in MENA: Kindergarten, K-12, Higher, Vocational and Specialist. Each table, led by an industry expert, will outline the size of the market, key industry players, identify gaps in the industry, due diligence and value-add strategies and international best practice. Learn the business-critical information you need to know on assessing the scope and

potential of these high profile sectors.

- Pre-K
- K-12
- Higher Education
- Cracking the Formula for Investing in Vocational and Specialist Education

Discussion leaders include: **Kamil Najjar**, Co-Founder and CEO, **Kids First Group**

Dr Naji Al Mahdi, Executive Director, **National Institute for Vocational Education(NIVE)**

Peter Hawke, Director of Student Marketing and Recruitment, **UOWD**

16.30 **TECHNOLOGY and E-LEARNING FAST-TRACK**

Discover the latest technology and e-learning tools revolutionising the way schools learn. Hear how these products are ensuring continued development and engagement, calculate the return on investment they provide, and understand the major benefits they can bring to your establishment.

If you are interested in presenting your product or service to a group of senior decision makers and buyers from the education market, contact **Mark Butler** on sponsorship@iirme.com

17.00 Closing remarks and end of conference

Post Conference Workshops 10 October 2012

Workshop A

Building, upgrading and maintaining world class learning environments to engage students and improve results

Workshop A will run from 08.30 to 12.30. Refreshments will be served during the networking break, and lunch will be served at 12.30.

The architectural design and layout of today's learning environments have an enormous impact on the concentration, engagement and results of the region's students. While the physical assets of a school constitute one of the greatest capital expenditures, failing to invest in the critical build, upgrade and maintenance aspect can have major implications for student engagement and performance. This half day workshop will concentrate on the key requirements for education developers and operators when expanding facilities and operators in MENA. Aimed specifically at operators, real estate developers, designers and facilities managers, this critical workshop will address the key challenges in design, development, maintenance and refurbishment to ensure world class learning facilities for tomorrow's leaders.

Meet your workshop leader:



Greg Penoyre
Senior Partner
Penoyre & Prasad

As co-founder of the practice with Sunand Prasad in 1988, Greg has played a central role in the design, procurement and delivery of the practice's 300 plus projects across commercial and public sectors. He provides strategic leadership within the practice, bringing a wealth of experience and serving as a valued mentor to other members of the team. Greg guides and develops the overall design direction within the practice. He acts as design champion ensuring that the client's project vision is met and that quality is maintained, and provides an important interface with the client from the outset.

Workshop B

Developing a robust and scaleable education business plan to secure sustainable growth

Workshop B will run from 13.30 to 17.30. Refreshments will be served during the networking break

Building a robust business plan is key for operators looking to grow and develop their offering. Whether an independent operator or established chain, this in-depth workshop will assist nurseries, schools, universities and vocational training academies with the skills and strategies required to ensure a strong business plan for growth. It will also provide delegates with the tools you need to make your business an attractive offering to financiers and investors, and ensure you have the right processes in place to grow your business into a leading establishment in the Middle East.

Topics to be discussed include: Feasibility studies, Developing a corporate image, Creating a financial model, Financial planning, Resource management, Expansion strategies and more.

Meet your workshop leader:



Saad Abou Chakra
Chairman
EDUGATES International

Mr. Saad Abou Chakra is a veteran educator and an entrepreneur who started his career as a teacher in 1972 and who eventually lead and founded more than 10 schools in the UK, Lebanon, Jordan, the UAE and Oman. The schools he established became renowned for their high academic standards, student good discipline and staff friendly atmospheres, and attracted the elite of the societies they served including the children of H. H. Sheikh Mohammed Al-Maktoum, the ruler of Dubai, and the children of H. M. King Abdullah of Jordan.

Position your brand at the forefront of MENA Education



Do you provide expert advice to education business seeking to establish or grow in the Middle East?



Are you supplying tools and technologies that are revolutionizing the way schools learn in the region?



Does your firm finance or develop world-class learning environments that drive educational excellence?

If so, then Education Investment MENA is the perfect platform to position your firm in front of the region's largest and most successful education operators and investors. Our bespoke sponsorship packages offer unparalleled branding, thought-leadership and networking opportunities that will position your firm as an innovator and leader in education in the Middle East.

To know more about our tailored sponsorship opportunities, contact **Mark Butler** on **+971 4 407 2516** or email sponsorship@iirme.com

Why Sponsor Education Investment MENA 2012

As the fastest growing private education market in the world, the MENA market offers fantastic opportunities to solution and service providers that can assist education operators in improving operations and the education experience of their students.

- 1 Focused Brand Exposure:** Education Investment MENA will offer your brand the opportunity to be positioned as an industry leader to a senior focused audience of education professionals, government regulators and decision makers from international investment firms.
- 2 Speaking Opportunities:** A fantastic way to position your organization as a thought leader in the education sector is to take advantage of speaking opportunities on the conference programme and address key topics within the region.
- 3 One to One Meetings:** Sit down with the key decision makers that you want to meet in dedicated meeting rooms or over an informal coffee through pre arranged one to one meetings organised by IIRME.
- 4 Pre-Event Exposure:** Our comprehensive pre - event marketing campaign will ensure your brand has been seen by tens of thousands of industry professionals, before Education Investment MENA even begins, offering fantastic brand awareness to a mass audience
- 5 Networking:** Whether with existing clients to further build relationships or with new potential clients for business development, Education Investment MENA will offer a perfect platform to meet and discuss your company's solutions and offerings to senior decision makers from within the MENA education sector.

Our Sponsors

Platinum Partner



The Middle East and North Africa (MENA) practice of Ernst & Young has operated since 1923, and our longevity in the region gives us a deep understanding of business in this part of the world. We are the largest professional services provider in the region, with over 4,000 people in 13 countries and have won numerous awards and accolades for our work. The culture of Ernst & Young is to ensure that we understand our clients concerns and work with them to provide creative, innovative, and cost effective solutions. We help to improve regulatory regimes and company reporting models. We promote transparency in financial reporting and use our influence to strengthen global corporate governance. We encourage entrepreneurship, which leads to growth, jobs and prosperous communities. And our people share their business skills and knowledge with others in their communities.

Gold Partner



GEMS Education owns and operates a global network of award winning international schools. With over 50 years of experience in education, GEMS provides high quality holistic education to over 100,000 students from 151 countries. It employs over 10,000 education professionals, specialists and staff from around the world. The GEMS Education school model is unique in the world because it offers a variety of curricula across a range of tuition fees making private education more accessible to all.

Over the last three years alone, GEMS students have been accepted into 590 universities in 41 countries and won over 300 international and regional awards for academics, sports and the arts.

GEMS Education also supports Governments' education reform agenda by working with Ministries of Education to lift school performance and improve the standards and expertise of government schools worldwide.

GEMS Education has offices in the United Arab Emirates, Saudi Arabia, the United Kingdom, the United States of America, India, Kenya and Singapore. For further information, please visit, www.gemseducation.com/skills and knowledge with others in their communities.

Silver Partner



One of the major international law firms in the region, Clyde & Co has four Middle East offices operating as a single unit; Abu Dhabi and Dubai in the UAE; Doha in Qatar; and Riyadh in Saudi Arabia. The firm formalised its on-the-ground presence in the Middle East over 20 years ago, after many years of client activity in the region. Our Middle East offices provide advice to corporate clients from all over the world, as well as to regional corporates and governments, on their operations throughout the region. With the Education sector identified among the top government priorities by a number of GCC countries, our specialist multi-disciplinary education team can provide a full range of legal services to public and private sector clients across the MENA region. Our legal expertise includes; corporate and commercial, governance and regulatory, property and construction, employment, dispute resolution and intellectual property advice.

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Dubai, UAE

FIVE WAYS TO REGISTER

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Please the session/s you wish to attend:

Education Investment MENA		Book before 19 July 2012	Book before 9 August 2012	Book before 6 September 2012	Book after 7 September 2012
<input type="checkbox"/>	Conference & 2 Workshops	\$2,999 SAVE \$1,398	\$3,199 SAVE \$1,198	\$3,399 SAVE \$998	\$3,599 SAVE \$798
	Operators Pass	\$1,499	\$1,599	\$1,699	\$1,799
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	Operators Pass	\$1,199	\$1,299	\$1,399	\$1,499
<input type="checkbox"/>	Conference Only	\$1,799 SAVE \$600	\$1,999 SAVE \$400	\$2,199 SAVE \$200	\$2,399
	Operators Pass	\$899	\$999	\$1,099	\$1,199
<input type="checkbox"/>	Workshop Only <input type="checkbox"/> A or <input type="checkbox"/> B	\$699 SAVE \$300	\$799 SAVE \$200	\$899 SAVE \$100	\$999
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Operators are classified as nursery, school, university, college and vocational training institute operators save **50% off** the standard rate

Limited Passes for Education Regulators to attend for FREE! To request your free place email register@iirme.com

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Company:
Address:
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Tel: Fax:

No. of employees on your site:
1000+ 500-999 250-499 50-249 0-49

Nature of your company's business:

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Conference fees include documentation, luncheon and refreshments. Delegates who attend all sessions will receive a Certificate of Attendance.

All registrations are subject to our terms and conditions which are available at www.iirme.com/terms. Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.

Payments

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event. You can pay by company cheques or bankers draft in Dirhams or US\$. Please note that all US\$ cheques and drafts should be drawn on a New York bank and an extra amount of US\$ 6 per payment should be added to cover bank clearing charges. In any event payment must be received not later than 48 hours before the Event. Entry to the Event may be refused if payment in full is not received.

Credit card payment

If you would like to pay by credit card, please tick here and a member of our team will contact you to take the details

Cancellation

If you are unable to attend, a substitute delegate will be welcome in your place. Registrations cancelled more than 7 days before the Event are subject to a \$200 administration charge. Registration fees for registrations cancelled 7 days or less before the Event must be paid in full. Substitutions are welcome at any time.

All registrations are subject to acceptance by IIR which will be confirmed to you in writing.

Due to unforeseen circumstances, the programme may change and IIR reserves the right to alter the venue and/or speakers or topics.

Avoid Visa Delays - Book Now

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process.

Event Venue:

Mövenpick Hotel, JBR, Dubai, UAE
Tel: +971 4 449 8888

Accommodation Details

We highly recommend you secure your room reservation at the earliest to avoid last minute inconvenience. You can contact the IIR Hospitality Desk for assistance on:
Tel: +971 4 407 2693 Fax: +971 4 407 2517
Email: hospitality@iirme.com

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