



KAMARA CITY



IMPACT ON
ALICANTE REGION

Q4 2020

WHAT IS KAMARA?

The mythology and historic impact of the word 'Kamara' (Kuh-MAR-uh) was used to describe a royal chamber or garden where secret treasures were hidden. We've chosen our name carefully as we expect our media conglomerate to create significant value from these treasures.

Kamara Ltd. is incorporated in the Swiss, Canton of Schwyz. The strategy is simple: to provide much needed innovation to the media and entertainment industry.

Kamara will own a major studio and a global entertainment attraction (Kamara City) at the core of a profitable entertainment conglomerate. It will self-finance its own content productions, while allowing the industry talent and consumers alike to participate in the same transparent economic model.

AND KAMARA CITY?

Is expected to become a global entertainment attraction, headquartered in Alicante, Spain. Centered around Kamara Studios, Kamara City is planned to encompass the following business activities, which are described in more detail in subsequent pages:

THE BUSINESS VERTICALS

- Kamara Studios
- Kamara Theatrical & Episodics
- Kamara Academy
- Kamara Park (VR & AR)
- Kamara Street (Entertainment Village)
 - Retail and Dining
 - Nightlife
 - Tourist attraction (beach zone & ocean pier)
- Kamara Stages
 - Amphitheatre & live show venues
- Kamara Hotels
- Kamara Parking
- Kamara Residences

CONTENT

WHAT IS KAMARA..... 3

POSITION IN THE MARKET 4

CIUDAD DE LA LUZ..... 6

IMPACT ON ALICANTE'S ECONOMY 8

KAMARA CITY 8

CORE BUSINESS.....10

MASTER PLAN - KAMARA CITY 14

KAMARA STUDIOS..... 16

CORE INFO BUSINESSES 18

CONTACT24



CONFIDENTIALITY. Kamara Group ("Kamara" or "the Company") is providing you with the information contained in this Impact Study to assist with your assesment of the proposed Kamara City transaction, a to-be formed company with the purpose of financing the project defined as Kamara City ("Kamara City"). By accepting and reviewing the information contained herein, you agree to treat as strictly confidential any information, knowledge, or data concerning the Kamara Entities or the other material furnished to you, as breach of its confidentiality could significantly impact Kamara's competative position and limit Kamara's ability to execute its business plan successfully.

Bear in mind that such information can be privileged and contain business secrets. Any and all information provided directly or indirectly to third parties without written consent of Kamara bears the risk of damage out of breaching confidentiality, unfair and/or unlawful competition. Kamara retains all rights on damage in that regard.

DISCLOSURES. Certain disclosures have not been included in this summary. Such disclosures include risk factors, risk mitigation, management biographies and other matters. The Company's Business Plan, includes this information and is available on request to all propriatary parties.



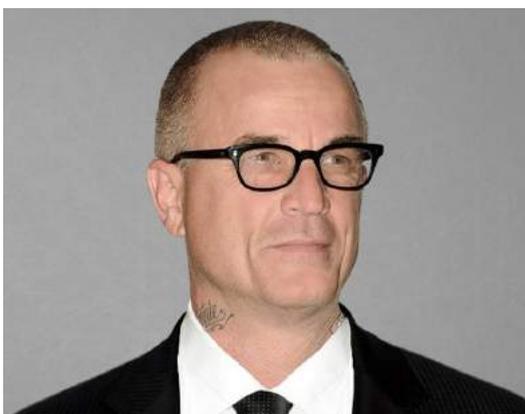
SENIOR EXECUTIVE TEAM



Ryan Wiik



Jim Cardwell



Nick Cassavetes

Strategies implemented by Kamara's senior management ensure that the monies all go-on-the-screen and into the vast platforms of content creation to be derived from its Intellectual Properties.

PRESIDENT, KAMARA LTD.

Wiik came to Hollywood as a complete foreigner and built his first company from a start-up to a €100 million group of companies, taking the parent, WR Entertainment, public on the Oslo Stock Exchange in January 2016, and making his early investors a tenfold return on their original investment. Wiik spearheaded the IP acquisition and brand building for film development of a best-selling book series, Morgan Kane, which sold 25 million copies, Wiik effectively relaunched the 83-book series into one of the most discussed potential film franchise properties in recent Hollywood history.

MANAGING DIRECTOR, KAMARA LTD.

President of Warner Home Video, a €6.5 billion annual operation, which saw a 10 - 35 % growth each year under his leadership. 30 years at Warner Brothers and Time Warner Inc.

Served on Warner Bros. green-light committee for many years, approving films such as The Last Samurai, Harry Potter, Batman Begins, Good Night and Good Luck and The Matrix.

Consultant for Bertelsmann, MGM, CBS and others.

FOUNDING OFFICER, KAMARA LTD.

Nick Cassavetes began his career as a film and television actor, but made a stronger impact when he discovered his talent for writing and directing. He was born into independent film royalty as the son of Oscar-nominated writer-director-actor John Cassavetes and Oscar-nominated actress Gena Rowlands. His credits include "The Notebook" (2004), "Alpha Dog" (2007), "My Sister's Keeper" (2009) and "The Other Woman" (2014) which generated in excess of \$196 million at the box-office.

POSITION IN THE MARKET

The U.S. is the leading global producer of entertainment and has the largest influence on media and entertainment content, with Hollywood ranking as the undisputed entertainment capital of the world.

Kamara plans to revolutionize the global media and entertainment marketplace with much needed innovation.

History of Hollywood Majors

Six media-conglomerates ("the Majors"), in the process of becoming consolidated into five with Disney's potential acquisition of 20th Century Fox, control the supply of high-quality entertainment content through their studio divisions. Mergers and acquisitions (or failure) have absorbed most emerging studio competitors.

The exceptions are the publicly traded mini-major Lionsgate, which has followed in the steps of the majors with multiple acquisitions to sustain consistent growth, and most notably, Netflix and Amazon who found their places in the market through digital delivery and content acquisitions, licensing, and original productions. Neither Lionsgate nor Netflix nor Amazon, own studio production facilities but function as virtual studios. Each produces annual profits in the hundreds of millions of Euros.

Meanwhile, the yearly profits of the majors are in the \$ billions. Media conglomerates are generating significant profits on their tent-pole entertainment properties which are derived from proprietary IP. Major's market caps range from €14 to €187 billion.

The majors are owned by publicly traded media conglomerates and their filmed entertainment divisions generate a substantial portion of their profits. For example, the Fox Entertainment Group, a division of 21st century Fox, and Warner Bros., a division of Time Warner (pre A.T.T. acquisition), contribute between 18 and 24 percent of their parents' revenue.

There have been attempts to create another major but with the high barriers to entry and traditional thinking, no serious contenders other than DreamWorks and Pixar's animation studios. The last production companies that were created to compete directly with the majors by owning motion pictures and television content were The Cannon Group, Inc. (1967-1994), New World Pictures (1970-1997), and prior to that, RKO Pictures (1928-1957).

Well-capitalized companies such as Regency and Village Roadshow serve primarily as dedicated co-financiers when a major's project is too risky.

To compete successfully in this space Kamara needs significant capital, the ability to develop valuable IP, expert industry knowledge, access to established and new talent, and industry leverage on par with the traditional media conglomerates. In addition, senior management will need a fresh perspective and an exciting vision.

Current Opportunity

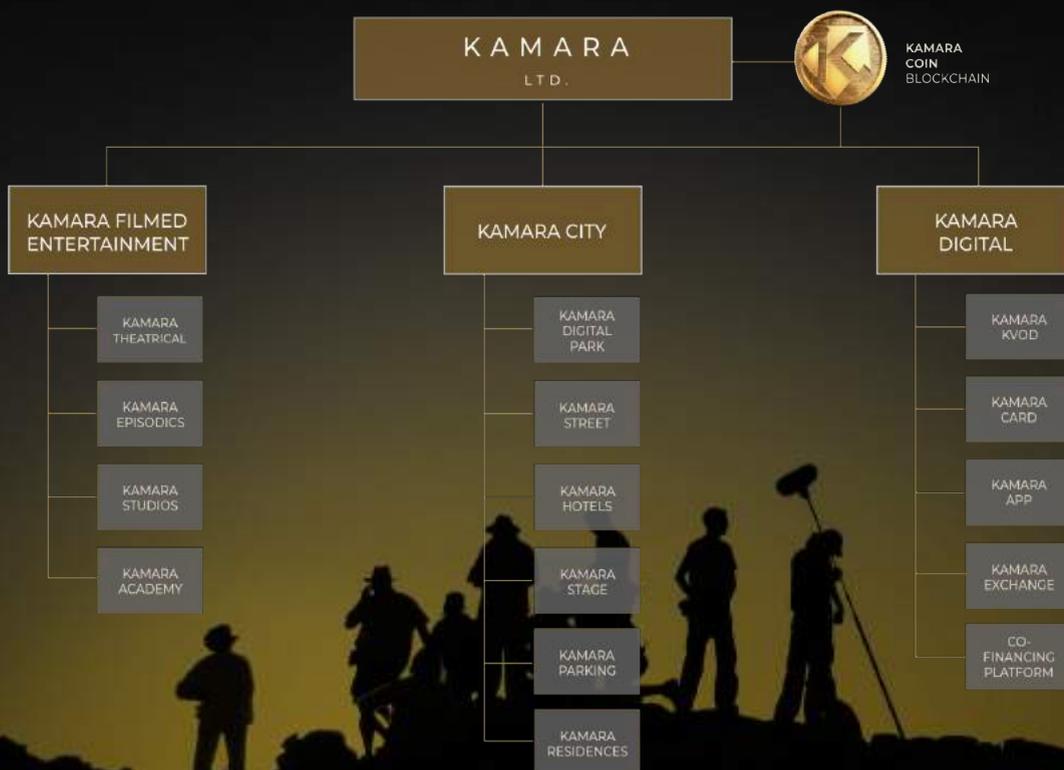
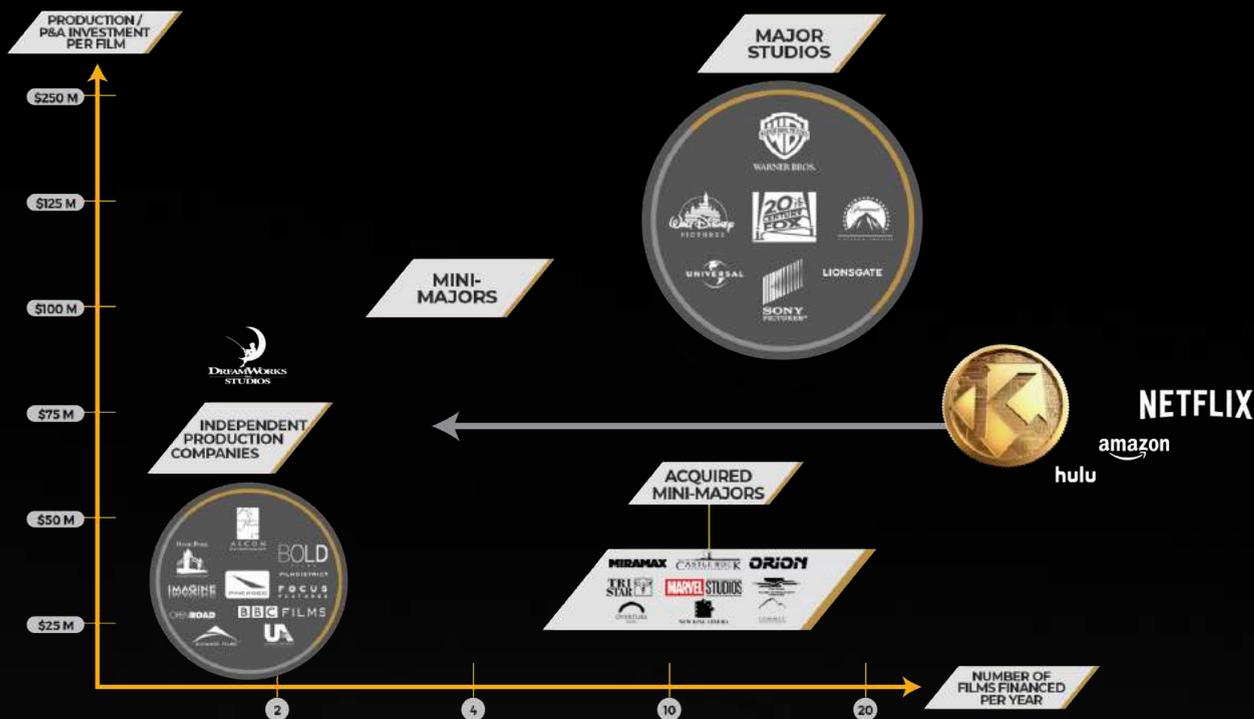
The entertainment industry is ready for significant innovation as the status quo has been disrupted by new digital distributors/content providers, most notably Netflix, Hulu and Amazon, who have transitioned into producing original content. Netflix's dominance and market share have caused both industry professionals and consumers to accept that original content has largely moved into the "over the top" ("OTT") space. Digital content is largely presented in episodic and mini-series format and consumed on smart TVs, computers, mobile phones, home entertainment systems and other personal devices on an on-demand basis.

Kamara believes this trend is not because the audiences want to consume original filmed entertainment content only in their own home, but because this is where quality content is now available. We acknowledge Amazon, Hulu, Netflix and other OTT distributors, but see exceptional opportunity for more innovation. Through strategic planning, creative thinking, and independence through self-funding, Kamara, has the power to shift the entire status-quo and take advantage of the extraordinary market opportunities happening within the entertainment industry.

Kamara is not merely grabbing an existing share of the market -- but will disrupt the entire industry with innovative production that fills the global void for quality content.



Kamara is the result of a decade full of visionary and strategic planning. Its business plan was developed by highly dedicated and experienced entertainment industry executives, to create the leading film and entertainment content creator to go directly into competition with the status quo of the established media conglomerates which own the Hollywood Majors. Additionally, unlike the Hollywood entertainment industry, Kamara will adopt a lean startup mentality in terms of overhead and administrative costs.



"CIUDAD DE LA LUZ" (City of Light)

HISTORY

Located three miles from the center of Alicante and two miles from a major international airport with good highway and rail access.

At 80 acres, the studio, "CIUDAD DE LA LUZ", is one of the largest in the world, and it is publicly owned and managed by the state of Valencia.

The property includes a full-service motion picture production studio and a film school.

Kamara has been informed that €400 million were spend on building the studio and surrounding infrastructure.

The connected real estate plots of 424 acres of land are largely flat and zoned for Kamara City's intended purposes along with the Studio's acreage provides a total development opportunity of 504 acres overlooking the Mediterranean Sea.

WHY DID PRODUCTION CEASE?

The studio received illegal subsidies from the state of Valencia which violated European Union competition laws and, as a result, the Valencia government was fined €265 million. The Valencia government closed the studio to prepare it for sale and pay the fine with the proceeds.



Prior to closure, 60 major motion pictures had been successfully produced at the studio, and world class filmmakers praised it as "the best studio in the world". The last time the studio was put up for auction, the highest bid was €25 million (the state rejected the bid).

KAMARA'S INTEREST

Kamara's management has developed an affinity for the Studio and the region of Alicante which goes beyond a pure business interest. Kamara management's vision includes not only the development of a modern film production business in Alicante but also establishing multimedia creative production facilities and an entertainment city which will feature a virtual reality, augmented reality, cinematic lifeshows, e-sports arenas, retail establishments, hotels, temporary production housing and a film & VR school.

Kamara's philosophy and strategy for the future of film production and entertainment in Alicante are described in the business plan and purchase offer attached.

KAMARA MOTION PICTURE BUSINESS:

Kamara's business plan calls for acquisition of its own large scale self-contained studio.

Ciudad de la Luz is located in an area which offers significant cost savings including low-cost labor, housing and crew rates, as well as favourable production incentives. Allowing all the movie production funds to-go-on-the-screen.

The studio already contains multiple stages, back lots, water tanks, production offices, restaurant commissary, scenery shops, dressing rooms, wardrobe facilities, private screening rooms as well as administrative offices. Such facilities have been built to last with no expense spared.

THE FUTURE

Kamara seeks to acquire the land and assets described herein from the Valencian government.

The existing studio requires **additional investment** in construction in order to handle up to 4 major film productions simultaneously, as it is lacking **onsite production housing**, and **industrial support** (such as equipment and qualified crews).

The proposed acquisition is conditional on acquiring three adjacent parcels comprising of another 424 acres, generally undeveloped, but zoned for a theme park, hotels and commercial.

Kamara plans to acquire and develop the Ciudad de la Luz motion picture production studio to create a world class facility for production of European and U.S. motion pictures, in Alicante.





STEPS IN STUDIO ACQUISITION AND OPERATIONS:

Kamara will immediately:

- 1) Construct four additional production stages (resulting in a total of ten) with an investment of €5.1 million in each new stage, totaling €20.4 million in capital improvements.
- 2) Improve the existing studio facilities (by investing €19.0 million in upgrades) to offer first class production equipment (camera, lighting, sound, special effects, post production etc.) such that the studio can offer "one stop shopping" for top quality filmmakers.
- 3) Initiate Kamara's production fund which will enable it to self-finance 4 motion pictures and 10 episodic television shows ("episodic") in year one; 7 motion pictures and 11 episodic in year two and 10 motion pictures and 11 episodic in year three. The average production costs of each motion picture will be €15.0 million and €23.0 million for each episodic show with an aggregate production cost, for the first 5 years of operation, of approximately €1.8 billion, which will indirectly provide substantial inventory and improvements to the facility.
- 4) Sufficiently utilize the studio's facilities to guarantee profits with expectations of positive cash flow within 5 years.
- 5) Solicit third party production business from Major studios, independent producers, TV producers and commercial producers for the studio.
- 6) Renovate and reopen the film school located on the studio property as a Cinematic Arts Academy to also encompass Virtual Reality and Augmented reality curriculums.

EUROS A GASTAR POR KAMARA EN LA ZONA DE ALICANTE / EUROS TO BE SPENT IN THE ALICANTE AREA BY KAMARA

Kamara planea realizar gastos directos en la zona de Alicante durante los próximos tres años totalizando unos **€ 1.5 mil millones** según desglose a continuación:

Inversión en Estudio de Producción

Kamara planea realizar inversiones en la construcción de platós adicionales así como en la mejora de infraestructura en Kamara Studios en los próximos 3 años:

4 platós de sonido adicionales € 20.4 millones

Mejoras Generales al estudio € 19.0 millones

Capital Total invertido en estudio **€ 39.4 millones**

Inversión Residencial

Kamara proyecta construir 460 viviendas adyacentes al estudio de producción por un coste de € 111.000 por vivienda o sea una inversión total de € 52.4 millones en 3 años.

Inversión en Comercios/Entretenimiento

Kamara proyecta construir 42 establecimientos de comercio y entretenimiento por valor de € 1,25 millones por establecimiento, es decir, una inversión total de € 52.3 millones en 3 años.

Inversión en Parque de Realidad Virtual

Kamara proyecta construir un parque de realidad virtual con 20 atracciones. Cada atracción costará aproximadamente € 1,75 millones, el 50% de dicha inversión gastada a nivel local será de € 65.4 millones en 3 años.

Inversión Hotel

Kamara proyecta construir tres hoteles con un número de habitaciones global de 600 y un coste de € 192.000 por habitación. La inversión total es de € 115.0 millones en 3 años.

Escenario Acristalado

Kamara planea construir un monumental anfiteatro exterior para espectáculos con la capacidad de 5.000 asientos premium y un coste proyectado aproximado de € 17.6 millones.

Instalaciones Parking

Con un significativo incremento del tráfico y el turismo en el complejo, Kamara construirá una zona de parking para acomodar a 5.500 coches por día. El coste total será de € 67.2 millones para una estructura de tres subterráneos y uno en superficie.

Kamara plans to make direct expenditures into the Alicante area in the next three years totaling **€1.5 billion** as follows:

Investment in Production Studio

Kamara plans to make significant investments in building additional production stages and improving infrastructure at Kamara Studios as follows over three years:

4 additional production stages € 20.4 million

General Upgrades to studio € 19.0 million

Total Capital invested in studio **€ 39.4 million**

Residential Investment

Kamara plans to build 460 housing units adjacent to the production studio at a cost of € 111,000 per home or a total investment of € 54.2 million over three years.

Retail/Entertainment investment

Kamara plans to build 42 retail and entertainment establishments at € 1,25 million per establishment or a total investment of € 54.3 million over three years.

Virtual Reality Park Investment

Kamara plans to build a virtual reality park with 20 attractions. Each attraction will cost approximately € 1.75 million with 50% of such investment spent locally - € 65.4 million investment over three years.

Hotel Resorts Investment

Kamara plans to build three hotels with an aggregate number of rooms of 600 at a cost of € 192,000 per room or a total expense of € 115.0 million over three years.

Outdoor Glass Stage

Kamara plans to build a monumental outdoor performance amphitheater and stage with the capacity of 5,000 premium seats at a projected cost of € 17.6 million.

Parking Facilities

With significantly increase tourist and traffic to the property, Kamara will construct parking facilities to accommodate 5,500 cars per day at a projected cost of € 67.2 million with three underground structures and one above ground.



RESUMEN DE EUROS GASTADOS EN LA ZONA DE ALICANTE / EUROS TO BE SPENT IN THE ALICANTE AREA BY KAMARA

Figures in € millions	Year 1	Year 2	Year 3	Total
Studio Improvements	20.40	15.00	4.00	39.40
Residential Development	16.20	20.00	18.00	54.20
Retail / Entertainment Dev.	10.00	26.40	18.00	54.40
Digital Park Development	18.00	20.80	26.60	65.40
Hotel Development	38.33	38.33	38.33	115.00
Kamara Stage Development	4.00	6.00	7.60	17.60
Parking Facilities Development	30.00	30.00	7.20	67.20
Studio Operating Expenses	12.00	13.20	14.52	39.72
Production Expenses	202.95	293.81	270.03	766.30
Retail / Entertainment Ops	30.00	45.00	117.00	192.00
Digital Park Ops	4.00	10.00	24.20	38.20
Hotel Ops	5.00	8.00	11.00	24.00
Sub-Total	390.88	526.54	556.48	1 473.90
Multiplier Effect	390.88	526.54	556.48	1 473.90
Total Investment	781.76	1 053.08	1 112.96	2 947.80

Gastos Operativos de los Estudios

Kamara proyecta la contratación de 200 empleo fijos en el estudio con una salario anual aproximado de € 20.000 que se incrementará en un 10% por año, resultando un gasto (incluidos gastos generales de 50%) de € 39.72 millones en 3 años.

Gastos Asociados con la Producción de Películas

Kamara proyecta producir 21 películas y 32 series de televisión originales en sus 3 primeros años de operatividad por un coste aproximado de € 15.8 / 33.2 millones por producción, con el 55% de tales gastos aplicables a negocios locales. El resultado será un gasto de € 766.3 millones en 3 años.

Gastos Operativos para Establecimientos de Comercio y Entretenimiento Kamara City

Kamara proyecta llevar +55 establecimientos con 1.600 empleados por un salario anual aproximado de € 20.000 más gastos asociados de 55%. El resultado será un gasto en operatividad de comercio y entretenimiento de € 192.0 millones en 3 años.

Gastos de Operatividad Aplicables al Parque de Realidad Virtual

Kamara proyecta llevar 20 atracciones en su Parque Temático de R.V. Cada atracción será llevada por 225 empleados con un salario anual aproximado de € 25.000 más gastos asociados de 50%. El resultado es un gasto de € 38.2 millones en 3 años.

Gastos de Operatividad de Hoteles

Kamara proyecta llevar tres hoteles con 200 empleados en cada hotel con un salario anual aproximado de € 20.000 por empleado más otros gastos de 25%. El resultado es un gasto de € 24.0 millones en 3 años.

Studio Operating Expenses

Kamara plans to hire 200 permanent staff at the studio at an average annual salary of € 20,000 per year increasing by 10% annually resulting in spending (including overhead at 50%) of € 39.72 million over three years.

Expenses Associated with Producing Motion Pictures

Kamara plans to produce 21 motion pictures and 32 original series television series in its first 3 years of operation at an average cost of € 15.8 / 33.2 million per production with 55% of such expenses applicable to local business. This results in a spend of € 766.3 million over three years.

Operating Expenses Applicable to Kamara City Retail and Entertainment Establishments

Kamara plans to operate +55 establishments with 1,600 employees at an annual average salary of € 20,000 per year plus associated overhead of 55%. This results in employee spending on retail and entertainment operations of € 192.0 million over three years.

Operating Expenses Applicable to Kamara's Virtual Reality Park

Kamara plans to operate 20 attractions at its V.R. theme park. Each attraction will be supported by 255 employees with an average annual salary of € 25,000 plus associated overhead at 50%. This results in an employee spend of € 38.2 million over three years.

Hotel Operating Expenses

Kamara plans to operate three hotels with 200 employees at each hotel with an average annual salary of € 20,000 per employee plus other expenses and overhead at 25%. This results in a total spend of € 24.0 million over three years.

EMPLEOS CREADOS POR KAMARA EN LA ZONA DE ALICANTE / JOBS CREATED BY KAMARA IN THE ALICANTE AREA

Las actividades de desarrollo de Kamara crearán 2450 nuevos empleos y sus actividades de operatividad crearán 9620 empleos más, dando un total de 12070 empleos en la zona de Alicante en los próximos tres años. Con un conservador efecto económico multiplicador en la región se crearán aproximadamente unos **24.140 nuevos empleos**.

Kamara's development activities will create 2450 new jobs and its operating activities will create 9620 new jobs for a total of 12070 new jobs in the Alicante area in next three years. With a conservative economic multiplier effect of 2x, will create approximately **24.140 new jobs**.

CONSTRUCCION de KAMARA CITY	Year 1	Year 2	Year 3	Total
Expansion de Estudios	150	0	0	150
desarrollo residencial	500	500	0	1 000
Kamara Street	600	0	0	600
Parque Digital	500	0	0	500
Hoteles	200	0	0	200
Sub-Total	1 950	500	0	2 450
EMPLEOS PERMANENTES	Year 1	Year 2	Year 3	Total
Administracion/ Estudios	200	0	0	200
Studio Production Operation	1 200	1 800	2 520	5 520
Kamara Street / Servicios	900	300	300	1 500
Parque Digital	600	300	300	1 200
Hoteles	400	400	400	1 200
Sub-Total	3 300	2 800	3 520	9 620
GRAND TOTAL (Direct)	5 250	3 300	3 520	12 070
MULTIPLIER EFFECT	5 250	3 300	3 520	12 070
JOBS IN TOTAL	10 500	6 600	7 040	24 140

Recursos Humanos necesarios para el Desarrollo del Estudio

Kamara edificará tres platós adicionales y extenderá la infraestructura del estudio para alcanzar los requisitos actuales. Estos proyectos necesitarán un total de 150 operarios cualificados en el primer año.

Recursos Humanos para Edificar las Viviendas

Se necesitarán entre 500 y 1000 obreros en años uno, dos y tres para la construcción de 50 viviendas en año uno y 100 viviendas en cada año dos y tres.

Recursos Humanos para la Edificación de Establecimientos de Comercio y Entretenimiento

Se necesitan 600 obreros para edificar 30 establecimientos (20 obreros para cada uno) en año uno y 200 obreros para edificar 10 establecimientos (20 obreros para cada uno) en cada año dos y año tres.

Recursos Humanos Necesarios para Edificar el Parque de Realidad Virtual

Se edificarán 10 atracciones en año uno necesitando 50 obreros cada una o un total de 500 obreros. Se edificarán 5 atracciones en cada año dos y tres necesitando de 50 obreros por atracción o un total de 250 obreros para cada año dos y tres.

Labor Required to Develop Studio

Kamara will construct three additional production stages and build out the studio infrastructure to meet modern requirements. These projects will require a total of 150 skilled construction workers to be hired in year one.

Labor Required to Build Residences

Between 500 and 1000 builders are required in years one, two and three to build 50 residences in year one and 100 residences in each of years two and three.

Labor Required to Build Retail and Entertainment Establishments

600 builders are required to construct 30 establishments (20 builders for each establishment) in year one and 200 builders to construct 10 establishments (20 builders to build each establishment) in each of years two and three.

Labor Required to Build V.R. Park Attractions

10 attractions will be built in year one each requiring 50 builders or a total of 500 builders. 5 attractions will be built in each of years two and three each requiring 50 builders for each attraction or a total of 250 builders for each of years two and three.



Recursos Humanos para la Operatividad de los Hoteles

Se edificará un hotel en cada uno de los años uno, dos y tres, necesitando cada uno 200 obreros. (es decir. 200 obreros por cada año, uno, dos y tres).

Labor Required To Operate Studio Administration

Se contratarán a 200 empleados fijos para la administración, mantenimiento, contabilidad, seguridad, recursos humanos, etc en Kamara Studios.

Recursos Humanos para Apoyo de la Operatividad de las Producciones Estudio

- 15 producciones en año uno con un equipo de 80 por producción = 1200 empleos
- 18 producciones en año dos con un equipo de 100 por producción = 1800 empleos
- 21 producciones en año tres con un equipo de 120 por producción = 2520 empleos

Recursos Humanos para la Operatividad de los Establecimientos de Comercio y Entretenimiento

- 30 establecimientos operando en año uno con 15 empleados por establecimiento = 450 trabajadores
- 40 establecimientos operando en año dos con 15 empleados por establecimiento = 600 trabajadores
- 50 establecimientos operando en año tres con 15 empleados por establecimiento = 750 trabajadores

Recursos Humanos para Operatividad del Parque de R.V

- 10 atracciones operando en año uno con 30 trabajadores por atracción = 300 trabajadores
- 15 atracciones operando en año dos con 30 trabajadores por atracción = 450 trabajadores
- 20 atracciones operando en año tres con 30 trabajadores por atracción = 600 trabajadores

Recursos Humanos para Operatividad Hoteles

- Un hotel operando en año uno con 200 empleados = 200 empleados
- Dos hoteles operando en año dos con 200 empleados cada uno = 400 empleados
- Tres hoteles operando en año tres con 200 empleados cada uno = 600 empleados

Labor Required to Build Hotels

One hotel will be built in each of years one, two and three each requiring 200 construction workers. (i.e. 200 construction workers in each of years one, two and three).

Labor Required to Operate Studio Administration

200 permanent employees will be hired for administration, maintenance, accounting, security, human resources etc. at Kamara Studios.

Labor Required to Support Studio Production Operations

- 15 productions in year one at 80 crew per production = 1200 jobs
- 18 productions in year two at 100 crew per production = 1800 jobs
- 21 productions in year three at 120 crew per production. = 2520 jobs

Labor Required to Operate Retail and Entertainment Establishments

- 30 establishments operating in year one at 15 employees per establishment = 450 workers
- 40 establishments operating in year two at 15 employees per establishment = 600 workers
- 50 establishments operating in year three at 15 employees per establishment = 750 workers

Labor Required to Operate V.R. Park

- 10 attractions operating in year one at 30 workers per attraction = 300 workers
- 15 attractions operating in year two at 30 workers per attraction = 450 workers
- 20 attractions operating in year three at 30 workers per attraction = 600 workers

Labor Required to Operate Hotels

- One hotel operating in year one at 200 employees = 200 employees
- Two hotels operating in year two at 200 employees each = 400 employees
- Three hotels operating in year three at 200 employees each = 600 employees

ALICANTE - INCREMENTO EN EL TURISMO COMO RESULTADO DE LAS OPERACIONES DE KAMARA / ALICANTE - INCREASE IN TOURISM AS A RESULT OF KAMARA'S OPERATIONS

Se estima que Kamara City y sus atracciones traerá 2 millón de turistas adicionales a Alicante y zonas del entorno. Tradicionalmente, Kamara proyecta que cada turista adicional gastará € 150,00 por día en cosas tales como comidas, hoteles, bebidas, entretenimiento y otros gastos. El incremento de gastos por turistas adicionales alcanzará un total de € 16.500 Mllns de euros anualmente y después de aplicación de un efecto multiplicador tradicional de 100% igualará a € 33.000 Mllns de euros por año.

It is estimated that Kamara City and its attractions will bring 2 million additional tourists annually to Alicante and the surrounding area. Conservatively, Kamara projects that each additional tourist will spend € 150.0 per day on such items as meals, hotels, beverages, entertainment and other expenses. Incremental expenditures by additional tourists will total € 16.5 billion annually and after application of a conservative multiplier effect of 100% will equal € 33.0 billion per year.





RESUMEN DE EMPLEOS CREADOS EN LA ZONA DE ALICANTE / COMPUTATION OF IMPACT OF INCREMENTAL TOURISM ON KAMARA ECONOMY

Estos turistas adicionales gastarán € 99.0 billones en la economía de Alicante sobre los tres próximos años.

These incremental tourists will spend € 99.0 billion in the Alicante economy over the next three years.

Inc. in Tourists (1)	Average days stay (2)	Average daily spend (€)	Total € Billions	Total + Multiplier € Billions
2,000,000	11	€ 150	€ 33.00	€ 66.00

Sources:

(1) Kamara Estimates based on GLOBAL ATTRACTIONS ATTENDANCE REPORT (TEA)

(2) Impacto económico del SECTOR DEL GOLF de la provincia de Alicante (TEA)

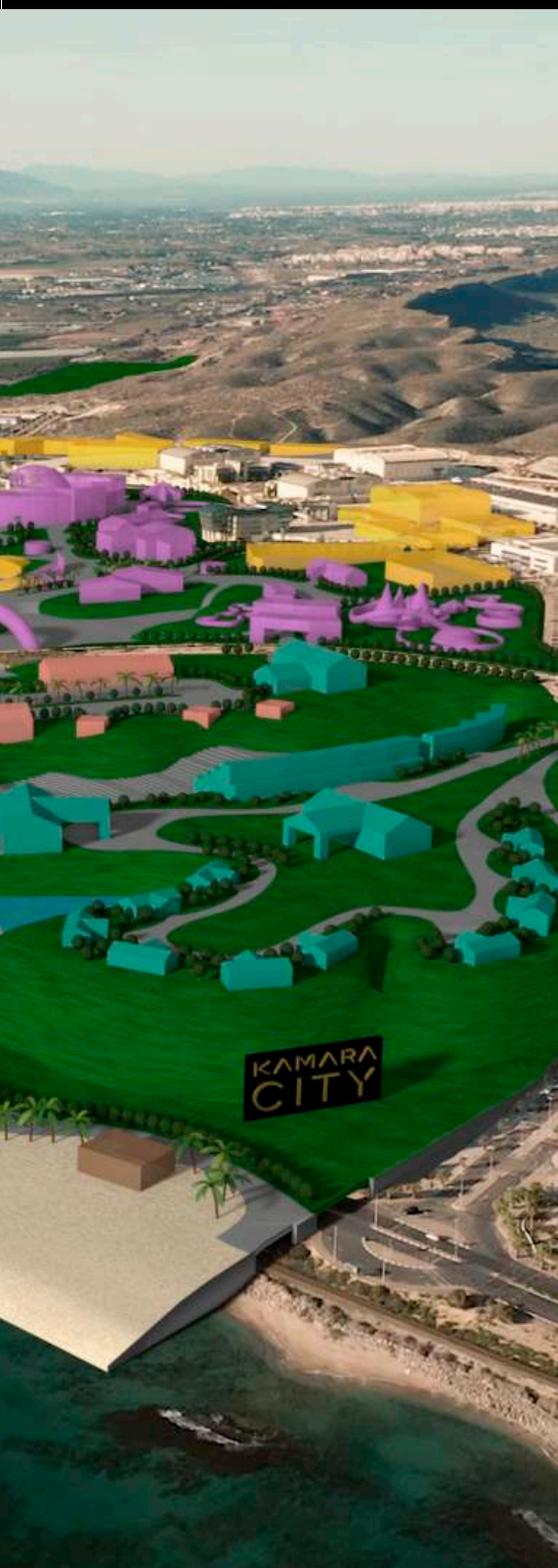


The region of Valencia has 4.9 million inhabitants, with other major cities such as Valencia, Murcia, Torrevieja and Alicante which ranks as the second-largest Valencian City with an estimated population of 330,525

In 2019, tourism to Spain rose to 83.7 million visitors, ranking Spain alongside the United States, as the world's 2nd most visited country after France.

KAMARA CITY





KAMARA CITY

FORMERLY "CIUDAD DE LA LUZ" TO REOPEN AS

KAMARA STUDIOS

The Studios will benefit from Kamara's core business objective of producing an average of twenty (29) Kamara Productions in-house. 17 major motion pictures and 70 hours of episodic television content per year. Additional capacity is expected to serve both Kamara's co-financing platform (see page 10) as well as third party productions. Based on the forgoing, Kamara will invest in the following expansion plans for the studios:

POST-PRODUCTION FACILITIES

Kamara plans to build full-service post-production facilities within the studio property. To include state-of-the-art mixing stages, a scoring stage, ADR stages, Foley stages, sound design suites, sound editing rooms, multiple picture editing bays, mastering suites and services for complete film and video transfer. The facilities will feature world-class capabilities for industry leading systems such as; Avid S-6 and Harrison platforms, Dolby Atmos and Auro 3D immersive sound formats, IMAX mixing and 3D projection capabilities, IMF mastering, 4K/HD HDR/SDR mastering. The facility will be expanded to offer complete connectivity between mix stages, sound editorial, picture editorial and mastering suites.



DIGITAL SUPER STAGE

To service the need of technologically advanced indoor sets, Kamara Studios plans to build one "super stage" to be among the largest and most advanced digital production stages in the world. This will meet the demand of VR productions and others productions where advanced technology is required.

ADDITIONAL PRODUCTION STAGES

Interconnected with the existing twin-stages, these stages will be built in designated areas next to stages one and six, and will satisfy the demands of simultaneous major productions.

BACKLOT #3

Kamara plans to expand and build out its third backlot to accommodate permanent sets for the most common themes in demand. Designed to be converted to other concepts with minimal expense of time and labor, sets will be period and offer contemporary and historic American, Asian, Latin and European themes.

FILM PROCESSING & LAB SERVICES

Kamara's Post Production facility will be built around the state of the art Film Laboratory currently installed at the studios, to offer a full-service motion picture laboratory for 35mm, and 65mm/70mm negative, intermediate and print services with standard and special processing for color and black and white projects.

PRIVATE AIRFIELD AND HELIPORT

For VIP's and A-List talent, we can accommodate such travelers at Alicante's private airfield with expedited transfer to their luxury villas.

During down-times in talent's shooting schedules, we can offer private helicopter flights directly to the extraordinary island of Ibiza, which is reachable within 30 min.



BACKED BY KAMARA'S CORE BUSINESSES

PRODUCTIONS

The production arm of Kamara will produce theatrical motion pictures, TV content and digital entertainment (VR and holographic). It will develop and produce episodic television and major productions in the Action/Adventure, Western, Thriller/Suspense, Romantic Comedy, Drama, Comedy and Music Inspired genres. With an average production slate of 20 shows per year, Kamara Productions will have its headquarters in Kamara Studios, Alicante, along with affiliate offices globally.

FINANCING

PRODUCTION FUND

Kamara plans to provide production funds to produce 53 theatrical motion pictures and 55 episodic television shows, over the five first years, with a range (€ 10-50.0 million) in costs per production with an aggregate production expense of € 1.8 billion.

INNOVATIVE BACKEND - PROFIT SHARE MODEL

Kamara will put power back in the hands of the artists and creators of content, as our management understands that the needs of creative talent should be aligned with a studio in its success!

The established entertainment industry is in a constant battle with itself over profit participation. The Major Studios go to great lengths to keep its waterfall and accounting procedures under wraps. As a result, the mainstream media is accustomed to gauging motion pictures a success or failure based on their box-office performance versus their publicly reported production budget. This is in all reality a very inaccurate reflection of true motion picture performance. It is no surprise that there is a long history of litigation by Hollywood's content creators (writers, directors, actors, producers, and others) against the Major Studios.

Kamara will innovate and revolutionize profit participation within the entertainment industry. We will not offer traditional Net Profits on a motion picture, in which Hollywood's talent and filmmaking community have become completely disillusioned with from decades of receiving what they often call "monkey points", while seeing studios reaping the full benefits of their work. They have come to "only" accept working for up front fees, designed to reflect real profit participation based on the expected commercial appeal of the project. While a handful of ultra-powerful A-List talent have been able to negotiate real profit points on their films.

Instead, Kamara will, (in addition to competitive fee negotiations), be able to offer its filmmakers and talent direct participation in the conglomerate's profits. It is anticipated that the entertainment business as a whole will quickly take notice of Kamara flexibility and benefits, and quickly embrace adoption of such a new compensation model. This will mean that Kamara stakeholders will be alongside the world's leading content creators, artist, and filmmaking talent. There will only be one class of profit participation, which offers a highly transparent and innovative solution to Hollywood's long lineage of secretive bookkeeping.



DISTRIBUTION

THEATRICAL

Kamara plans to manage the sales, marketing and theatrical distribution of its motion pictures (on average 11 per year) providing a wide release with approximately 4,000 screens in the U.S. and manage its international distribution through a international distributor or alternatively through a sales agent owned and controlled by Kamara.

KVOD - KAMARA VIDEO ON DEMAND

DIGITAL PLATFORM

Kamara plans to invest significantly (€ 160.0 million) into development and launch of its own Digital Distribution platform in order to compete with Netflix, Apple and others. Kamara plans to adopt a subscription based model, and at the same time offer transactional services with competitive pricing with Apple, Google Play, Amazon Prime, PS4 and others who offer transactional rental and sale of digital content to consumers. Kamara aims to deliver high-quality original content and Major studio titles at significant discount to consumers globally, while delivering competitive release windows.

Kamara plans to roll out a worldwide digital subscription and transactional VOD, direct to home, distribution platform which has a more focused content offering than U.S. competitors or any local operation and at a lower price.

PRINTS & ADVERTISING (P&A) FUND

Kamara plans to invest € 165.0 million to launch a prints and advertising fund to support the marketing of each of Kamara's pictures. The fund will also be used to make profitable P&A and other short term loans to independent film productions.



Kamara's sales, marketing and distribution operations will be helmed by **Louis Feola** – formerly President of Worldwide Home Entertainment at Universal and President of non-feature Production at Paramount.



Kamara's digital operation will be helmed by **James Cardwell** who as President of worldwide home entertainment at Warner Bros. was responsible for sales, marketing and distribution to all transactional VOD platforms.

KAMARA ACADEMY

A fully functional film school was established and operated on the premises of Ciudad de la Luz. The facilities currently contain inventory and equipment which will be functional immediately upon Kamara's acquisition.

Operating the Cinematic Arts academy is a critical long term strategy to mitigate the current lack of local professional film crews in Alicante, Spain.

Kamara plans to partner with such leading film schools in Los Angeles, as USC, UCLA and AFI, to offer their final year undergraduate and graduate students an opportunity to come to Kamara Cinematic Arts Academy, for a highly exclusive, hands on, internship program.

These students, should, by the end of their final year, have 2-3 industry credits under their belts, as the academy will be surrounded by multiple ongoing productions.

While Kamara plans to bring top industry crews from Los Angeles and from around the world to fill key positions such as heads of departments, our productions will benefit from an advanced internship program, offering more value on the screen, as well as nurturing tomorrow's filmmakers.

It is anticipated that the Cinematic Arts Academy will rapidly position itself as one of the most prestigious film schools globally, as the academy will expand its current set up to include Virtual Reality, Augmented Reality, film musical scoring/editing and acting curriculums in its student programs.

Kamara will also invite its in-house content creators, filmmakers and A-Listers alike to make guest appearances in connection with their production activities in Kamara City.

Kamara's residential development will provide student housing connected to the film school.



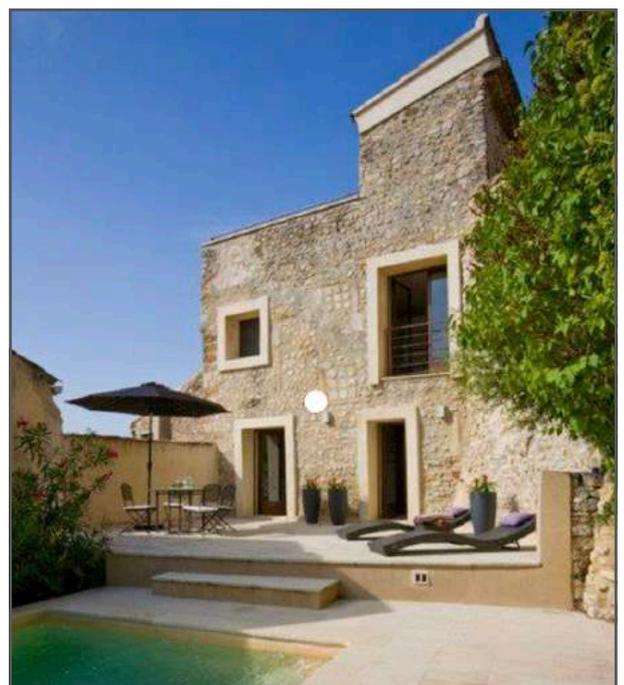
KAMARA RESIDENCES

Kamara plans to build residences and a campus to accommodate up to four production teams simultaneously on the location's property. In order to attract high value productions and actors, housing categories ranging from lower budget needs to first-class luxury accommodations are essential for successful film projects. The residences will include dwellings for A-list actors, directors, and production crews. In addition, Kamara requires student residences to accommodate a 200-students film and production study program for the surrounding communities while allowing Kamara to develop its own future actors, directors and production crews.

1) Each production will provide living accommodations for both actors and crew. Accommodations will include **22 separate A-list villas, 36 terrace residences** for supporting actors, **200 balcony residences** for the crew along with **200 apartment units** for on-campus students.

2) Project cost for housing dwellings is projected at € 57.0 million. The project will create hundreds of direct and indirect jobs for the local market. In addition, permanent jobs will also be created to service the campus and buildings with maintenance, cleaning crews, maid service, onsite security, staff and management.

3) Opportunities to lease out vacant dwellings to vacationers through booking.com, as well as through local brokers for corporate events and travel agents, will provide ancillary revenues to mitigate any impact associated with production downtime during production cycles.





KAMARA DIGITAL PARK

Kamara plans to invest € 68.6 million into a total immersion, state-of-the-art, virtual reality only, digital park. The project will incorporate proprietary intellectual property (IP) from Kamara Studios, licensed affiliates and third parties. The Park will be the first major Virtual Reality (VR) and Augmented Reality (AR) only experience*.

- 1) The digital park will initially feature ten rides on 133 acres of land leveraging IP produced from Kamara Studios and licensing agreements from established game developers for example Activision and licensing deals for "Call of Duty" type VR rides.
- 2) Over the next three years, Kamara will introduce three new digital rides each year to ensure ongoing repeat visits from local communities and drive projected overall growth of revenues and projects by 10% annually.
- 3) Kamara's digital park expects movie tie-ins and synergies from Kamara Studio that will enhance and establish the digital park as a go to destination for European and regional tourism while feeding other Kamara properties including Kamara Entertainment Village and Kamara's Hotels while aiding surrounding businesses with increased tourism revenues.
- 4) The Digital Park is planned to be open to the public by 2024, with targeted attendance of 1 million visitors per year and will create job opportunities for the surrounding area of approximately 200 positions.

KAMARA STREET

With the accelerated decline of shopping malls globally and the ongoing impact of on-line retail on conventional shopping centers locally, Kamara plans to create a Universal CityWalk experience based on an entertainment offering that leverages the human experience of sights, sounds and tastes. Creating a venue centered on entertainment first and retail second, Kamara believes this model will drive local shoppers and tourist alike to the venue while increasing foot traffic to both Kamara Digital Park and Hotel properties.

- 1) Kamara Street plans to offer 55+ entertainment venues that will include restaurants, clubs, entertainment retail, and free street performers. The street will incorporate the best-of-category brands alongside those that are exclusive to Kamara.
- 2) With projected street level traffic of 4 million visits annually, Kamara Street will invest upwards of €54.8 million to develop and construct a world class entertainment and shopping center spanning two city blocks.
- 3) Kamara Street is projected to generate street revenues of €250.0 million annually while creating approximately 1,500 permanent jobs.



Project development of Kamara Digital Park & Entertainment Village will be headed by B. Brian Martin, former CFO of Universal CityWalk Hollywood and Project Manager of Universal Studio Theme Park. He also served as Project Manager of CityWalk Hollywood Phase II Expansion and VP of Real Estate Development Finance of House of Blues Entertainment Corp.

He will be supported by Louis Feola, former President of Worldwide Home Entertainment at Universal Studios and James Cardwell, former President of Worldwide Home Entertainment at Warner Bros.

KAMARA STAGES

Designed to feature the best live shows on earth.

To be centrally located in the natural valley dividing Kamara's Entertainment Village and Kamara's hotels, a 5,000-seat open-air Amphitheatre will be created.

Its unique layout will allow an elongated central "stage" running along the base between prime audience seating, ending in stunning views of the Mediterranean ocean.

Kamara plans to develop and produce high-action adventure cinematic live shows, based on the western, war, contemporary action and musical live shows derived from its leading cinematic IP brands.

As a reference, Universal City's #1 rated show is the Live Action show WaterWorld, featuring high adventure, with jumping jet-skiers, perilous plunges, firefights, massive explosions, and an in-your-face plane crash. The audience favorite is based on the 1995 movie of the same name and has consistently filled the seats as the Universal's oldest running attraction.

The venue is largely planned to be utilized as a musical stage for evening live performances, offering artists a magical and flexible outdoor venue.

Kamara plans to invest approximately €18.5 million during its first three years of operation, for development, production and operations of its live shows.

KAMARA PARKING

Kamara will develop four parking structures to handle the daily car counts to the property. Three structures will be subterranean while, the remaining structure will remain on surface level. Total parking availability will accommodate 5,500 cars at any given time. The project is projected to cost €70 million to construct and create 12 full time jobs to manage and operate while generating €20 million annually.

Kamara Parking will facilitate all parking to and from Kamara City, which includes Kamara Park, Kamara Street, Kamara Hotels, and Kamara Stage. Existing Parking for the Film Production remains part of the initial acquisition purchase.

KAMARA HOTELS

Kamara Hotel Properties will partner with select hotel brands to deliver an entertainment focused experience while providing increased guest choices for overnight stays.

Kamara will offer three-star and four-star accommodations by partnering with select boutique hoteliers focused on vacationers, travellers and overnight adventurers.

The premiere hotel property will feature a large number of balcony rooms with exceptional views overlooking the Mediterranean or the outdoor Amphitheatre live shows.

1) Each of the three full service hotels will provide approximately 200 guest rooms ranging in price of €80 to 165 per room night. The hotel will provide F&B room service by a nationally recognized operator for both restaurant and room service. In addition to a restaurant and bar lounge, the hotel will include spa amenities and corporate meeting spaces.

2) Kamara Hotel Properties plans to develop three hotels over a three-year period. Each hotel will cater to different market demographics including family vacationers, business travellers and individual adventurers.

3) With a per room key cost of €192 thousand or €120 million in capital invested over a three-year period, Kamara Hotel Properties plans to develop 600 hotel rooms. 450 projected permanent jobs are expected to be created to sustain operations when the property is completed.

4) With a RevPAR of €115/night against a projected 90% occupancy rate, revenues for the three combined hotels are projected to be €26.1 million annually. Accordingly, the F&B program is projected to add an additional €25.6 million in revenues for a combined revenue of €51.6 million.



Located less than 5 min from Kamara City, is newly opened Alicante Airport which handled **15 million** passengers in 2019, an 8% increase from the year before.





CONTACT INFORMATION

Pedro Heredia

Head of Legal Affairs, Kamara City

office: +34 965 480 737

cell: +34 660 336 045

pedro@pellicerheredia.com