OPERATIONAL NEWS - STRATEGIC INVESTMENTS - CORPORATE CITIZENSHIP INDUSTRY EVENTS - CORPORATE INSIGHT

GULFTAINER - MOMENTUM LOGISTICS - GAMA AVIATION

OPERATIONAL NEWS

Gulftainer

Saudi Arabia's Gulf Stevedoring Contracting Company (GSCC), in which Gulftainer has a 51% stake, had quite a positive year despite a challenging 2016 for the shipping industry. Overall, GSCC full year

Gulftainer's Saudi operations' performance exceeds expectations in 2016

volumes for 2016 increased by 10% compared to 2015. In Bulk and General Cargoes, GSCC experienced a 21% increase over its 2015 figures, with 98% of this cargo being bulk urea (an organic compound widely used in fertilisers and as raw material for the chemical industry), handled at the Jubail Industrial Port. The Northern Container Terminal (NCT) at the Jeddah Islamic Port on

the west coast of Saudi Arabia, experienced a small fall in gateway cargo whilst transhipment cargo rose by 28%. The fall in gateway cargo and imports has been driven by the drop in oil prices and the subsequent austerity measures imposed by the government at the start of 2016, which has significantly reduced construction activity materials, white goods, furniture and tyres.

and consumer spending. Notable drops in imports include building Gulftainer is a subsidiary of Crescent Enterprises. **Momentum Logistics** High expectations for growth in Erbil

The Northern Container Terminal (NCT) is the largest container terminal at the Jeddah Islamic Port, Jeddah, Saudi Arabia.

The Kurdistan Region is a very promising marketplace for Momentum Logistics, especially with the range of services the company has on offer including transportation, freight, warehousing, logistics cities, and container services.

Momentum Logistics' senior management recently undertook a week-long trip to visit and cultivate relationships with potential new customers in the area and throughout Iraq where many opportunities are presenting themselves in the Retail, Manufacturing, and Transportation & Logistics sectors.

Momentum Logistics has recently undertaken an office move to a new location in Erbil, which will allow them to be closer to their customers and satisfy their growing needs. "We have great expectations in terms of overall growth within this region and are very excited to have established a local presence in what can be defined as a bridge between Shipper and Consignee," said Tom Nauwelaerts, Managing Director at Momentum Logistics.

Momentum Logistics is a subsidiary of Crescent Enterprises.

GAMA AVIATION

Downtown Erbil Gama Aviation and BBA aviation merge US management and charter business

Provides national geographical coverage with BBA's predominantly West Cost based fleet complementing Gama Aviation's currently East Coast centric business, creating a national network to enable further growth in this highly fragmented market. Extends and diversifies Gama Aviation's client base.

Expected to deliver significant additional growth for Gama Aviation's US Ground business through the ability to cross sell maintenance services to the additional aircraft now under management. Expected to deliver significant cost synergies of not less than \$2M over two years. Expected to be earnings neutral in 2017 and 2018 and earnings enhancing thereafter, before the benefits of cross selling

maintenance services into the enlarged fleet. Gama Aviation's current US aircraft management and charter business interests are operated by its 49% owned associate Gama Aviation LLC, whilst those of BBA Aviation are operated by its 100% owned subsidiary Landmark Aviation through its air carrier operating subsidiary, Sterling Aviation LLC.

cornerstone to the company's continued expansion in

Sharjah International has seen business aviation traffic rise due to its proximity to the financial districts of Dubai. Capacity restrictions at Dubai International and the driving distance to Dubai South have also helped

the Group.

platform.

the region.

Pursuant to the agreement reached, Landmark Aviation will contribute 100% of its ownership in Sterling Aviation LLC into Gama Aviation LLC. Gama Aviation Plc will transfer its 49% ownership in Gama Aviation LLC into a new holding company, GB Aviation Holdings LLC, which will be owned 50:50 by Gama Aviation and BBA Aviation reflecting the near equal contribution of current profits by each party. Historically, in the year

also be able to use BBA Aviation's Signature Flight Support brand name. The annual fee has also been increased and fixed and will be shared between BBA Aviation and Gama Aviation. This will reduce the existing branding fee contribution to the Group whilst increasing the contribution to the Group's income from associates.

Unveiling the architectural concept of the new Sharjah business aviation facility Gama Aviation unveiled the architectural concept for its newly proposed business aviation facility in Sharjah on 6 December 2016.

Sharjah International develop as a business aviation destination with traffic rising by 12%. Once completed, mid-2018, the facility will comprise of:



Top and bottom: Concept images of the new Sharjah business aviation facility set to open mid next year

Gama Aviation is an affiliate of Crescent Enterprises.

World class passenger and crew facilities

Hangars able to accommodate all business

second in due course

One 100 meter hangar with an option to add a



over 400 mosques across the areas it services.

Wamda Capital Careem closer to creating a million jobs with first close in a \$500mn funding round

Careem, the leading ride-hailing service in the Middle East and North Africa, recently announced a first close of its \$500 million financing round. The closing of the \$350 million funding, the first part of a \$500 million funding, is co-led by Rakuten, Inc., a global leader in internet services and innovation headquartered in Japan, and Saudi Telecommunications Company ("STC"), the largest telecommunications operator in the Middle East. New and existing investors include Abraaj Group, Al Tayyar Group, Beco Resources, El Sewedy Investments, Endure Funding, Lumia Capital, SQM

Suisse, is just one of the largest for an innovation company in the center East's

between Arab millennials and the mainstream media utilizing such new dynamic media platforms.

process that builds everything a content producer needs as templates to fasten the process of publishing content.

million users and 30 plus million monthly views, while further developing the recently launched Step Video.

STEP gets \$2M Series A, plans a digital media empire

Oasis Authority and international VC firm North Base Media.

driven opportunities in growth markets around the world.

motivation.

related to the environment protection and waste disposal.

areas.

Frontier and Wamda Capital among others. Rakuten executive and head of ridesharing and fintech investments, Oskar Mielczarek de la Miel, and an STC Group executive will additionally join Careem's Board of Supervisors. A local company established in 2012, Careem now operates in 47 cities throughout 11 countries and hosts over 6 million users and 150,000 Captains (drivers) in the

Crescent Enterprises is a Limited Partner in Wamda MENA Ventures I. **CORPORATE CITIZENSHIP** SHARJAH LADIES CLUB - THE CSR TRAINING INSTITUTE

which to develop their knowledge and skills, and nurture their talents.

workshops will give your child all the assets that go into making a great

ollage@slc.ae

entrepreneur starting from a young age!

Business Camp

Young Entrepreneur

CSR best practices, drawing examples from Crescent Enterprises' experience.

Crescent Enterprises' Ola Haj Hussin speaking to the CSR Training Institute program participants

attended by students and professionals from UAE and abroad.



Here's something that may be a shocker for you - your kid can probably run a business and excel! Joining this series of

Limited Seats

Crescent Enterprises' Corporate Citizenship Manager Ola Haj Hussin joined one of the inaugural CSR Training Institute programs at the Canadian University of Dubai as a guest speaker. In the training session, Ola presented our Corporate Citizenship model and participated in a discussion on

Canada-based CSR Training Institute and Canadian University of Dubai (CUD) is a new partnership that have recently begun delivering training programs focused on achieving results and driving impact in CSR related topics at the university's campus in Dubai. The inaugural courses were

The participants expressed their interest in Crescent Enterprises model, and were enthusiastic about applying the concept to their organisations.

Crescent Enterprises remains a leader in community development and social engagement through its relationship with various philanthropic organizations, upholding its belief that businesses can, "do good, while doing well" at the same time. Although Crescent Enterprises is committed to a wide variety of initiatives on a global scale, it consciously focuses its resources in the areas of Community & Education, Entrepreneurship, Environment, Arts & Culture and Corporate Governance. **INDUSTRY EVENTS** WORLD ECONOMIC FORUM ANNUAL MEETING, DAVOS - THE PHILANTHROPRENEURSHIP FORUM, VIENNA The World Economic Forum Annual Meeting at Davos Crescent Enterprises represented amongst leading businesses at the annual meeting Crescent Enterprises was represented in the World Economic Forum Annual Meeting (WEF) by CEO Badr Jafar, Executive Director Neeraj Agrawal, and VP Corporate Development and Investments Tushar Singhvi. The WEF meeting was held in Davos, Switzerland between 17-20 January and was attended by over 50 heads of state and government, as well as more than 1,500 leaders from business and society. CEO Badr Jafar participated in the institutional session "Building New Alliances for Humanitarian Action" at the World Economic Forum Annual Meeting in Davos, which was under the headline theme of Watch CEO Badr Jafar in "Responsive and Responsible Leadership". In the session, participants discussed public-private interview with Dubai TV during partnerships in the humanitarian sector and areas of enhancement, as well as explored potential risks and the World Economic Forum at **Davos** solutions needed if the number of displaced people of 65 million today swells to 100 million. Jafar also participated in a high-level private session on 'The Future of Humanitarian Response" that addressed strategies fostering efficient humanitarian response through innovative humanitarian digital infrastructure and financing mechanisms. The goal of the session was to build a

Badr Jafar writes for the World Economic Forum If the 125 million people in need of humanitarian assistance around the world lived in a single country, it would represent the 11th most populous nation on earth. The United Nations Secretary-General's High-Level Panel on Humanitarian Financing - which I was humbled to serve

needs.

appeals were met by private sector donors in 2014. There are reasons for this, including the trust deficit that has emerged between the private and humanitarian sectors, and the historical tendency of humanitarian agencies and non-governmental organisations to treat the private sector as a chequebook rather than a true partner. However, it must be remedied if the international community is to make better use of the full range

Encouragingly, some changes are already underway. Today, there is a growing willingness in the humanitarian sector to make better use of the private sector's skills, capabilities and diverse networks rather than just seek financial donations. For example, the World Food Programme has partnered with MasterCard since 2012 to streamline aid distribution with the use of electronic payments technology. The expertise of logistics and insurance companies is being tapped to develop innovative solutions to some of the humanitarian sector's key operational challenges. Discussions are also underway with Islamic financial institutions about creating more innovative sharia-compliant social finance

Steps are also being taken to make it easier for the private sector to collaborate with humanitarian agencies and NGOs. The "Connecting Business" initiative launched this year by the UN's Office for the Coordination of Humanitarian Affairs (OCHA), the UN's Office for Disaster Risk Reduction, and the UN Development Programme is one such development, giving the private sector a smoother entry point into the oftenbureaucratic humanitarian system. At the same time, the private sector's independence (and a more brutal focus on results rather than institutional processes) is helping to bridge the divide between humanitarian and development work, breaking down some of the barriers that

However, one layer of the private sector that is too often left out are the world's small and medium enterprises (SMEs). This is a significant missed opportunity. SMEs make up 90% of private sector companies and generate half of employment worldwide. Beyond their economic importance, SMEs are also often small and nimble, are intrinsic parts of local communities, and are commonly already present in remote areas when crises hit. This makes them natural candidates to play a bigger role in addressing humanitarian needs. However, few formal mechanisms exist to coordinate their involvement in disaster prevention, preparedness, and response operations. As a result, one of the largest and most

That is a big part of the rationale behind a new private sector-led initiative known as <u>SME4H</u> (short for "SMEs for Humanity"), launched at the World Humanitarian Summit last May. SME4H is creating an online portal where humanitarian needs can be posted by governments, humanitarian agencies, NGOs, and others, including SMEs. SMEs can respond to needs that are geographically close or technically relevant to their skills and capabilities, independently or in partnership with other public and private stakeholders. The initiative seeks to boost the resilience of local SMEs (and by extension, their communities), support the creation of jobs and economic activity, and improve coordination

CEO INSIGHT: HOW SMALL BUSINESS CAN PLAY A ROLE IN HUMANITARIAN CRISIS

between local businesses, aid agencies, and NGOs. There is nothing revolutionary about this idea. The UN has long been a believer in the power of public-private partnerships (PPPs) to achieve better humanitarian outcomes. According to the OCHA, PPPs already contribute "funds, in-kind donations, employee mobilisation, cause-related marketing, or expert services" to humanitarian initiatives. However, if we focus too much on the capabilities and clout of big business we can overlook the contributions that can be made by local SMEs, and the long-term social and economic impact we can generate by involving them legacy on affected communities long after a crisis ends. As published on the World Economic Forum website on 13 January 2017.

HARVARD BUSINESS REVIEW IN ARABIC

ubiquitous sources of private sector energy and goodwill is being squandered.

Crescent Enterprises is proud to support the Middle East's leading Arabic business portal, Aliqtisadi, on its new management section hosting Harvard Business Review (HBR) articles, syndicated in Arabic for the first With this resource, executives will have access to valuable information in business context, with locally and regionally relevant topics that might otherwise be discussed in prominent Western publications. It is Crescent Enterprises' goal to fill this informational gap

CRESCENT

Crescent Enterprises CEO, Badr Jafar, continues to raise awareness on today's most relevant challenges and opportunities including entrepreneurship,

corporate governance, business sustainability, women in the workplace, and smart energy policy through his blog badriafar.com.

Aliqtisadi also offers readers the opportunity to subscribe to its monthly newsletters, which highlight news items and recent HBR articles. To subscribe, click here. ae.aliqtisadi.com

Follow Us on Twitter <a>@CrescentEnterp

To view the latest article in Arabic, <u>click here</u>.

time.

كيف تدفع الناس للتعاون عندما لا يكون لديك سلطة على رواتبهم

Crescent Enterprises is a wholly-owned subsidiary of the Crescent Group.

ريفيو على الاقتصادي الإمارات

Momentum Logistics' new offices are located in Justice Tower with proximity to

On 1 January 2017, Gama Aviation Plc, the global business aviation service provider, launched the merger of its US aircraft management and charter business with that of BBA Aviation Plc. With the addition of over 90 aircraft to Gama Aviation's current US managed fleet, the combined business, with over 200 aircraft under management, will become the US's largest aircraft management business. Customers will benefit from the scale of the combined business through enhanced national and global service coverage and improved buying power resulting in lower costs. They can also benefit from the comprehensive line maintenance support provided by Gama Aviation's US Ground business as well as the market-leading FBO services provided by BBA Aviation's 'Signature Flight Support' network. Highlights Creates a market leading platform for Gama Aviation and BBA Aviation to expand their presence in US, the single biggest business aviation market in the world.

ended 31 December 2015, through a combination of branding fee and its 49% interest in Gama Aviation LLC, a contribution to Group profit before tax of \$4.3 million was delivered by Gama Aviation's aircraft management activities; in the same period BBA Aviation's US aircraft management activities delivered profit before tax of \$5.5 million. Gama Aviation LLC will continue to manage and operate the combined businesses going forward and will trade its new service offerings under

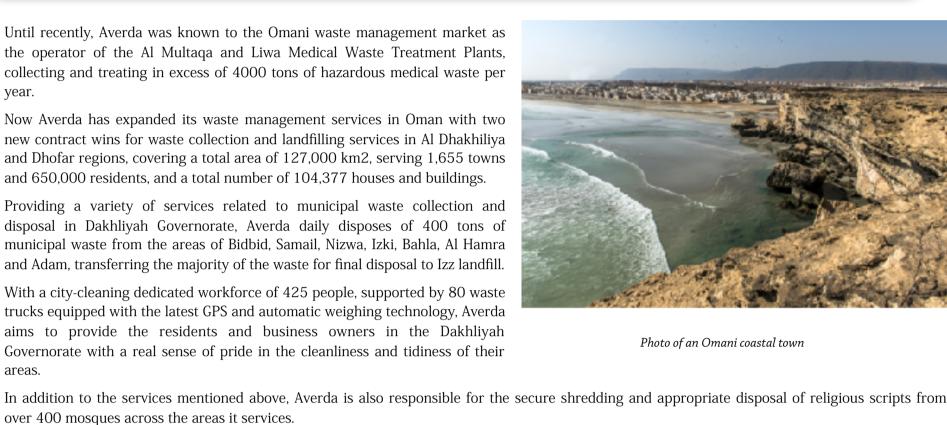
the brand name Gama Aviation Signature Aircraft Management. Gama Aviation's US Ground business remains a 100% wholly owned subsidiary of

Under the terms of a new licensing and branding agreement, Gama Aviation LLC will continue to use the Gama Aviation brand and IP, and will

After taking into account the buildup of cost synergies, the transaction is expected to be earnings neutral in 2017 and 2018 and earnings enhancing thereafter. This is before any benefit from cross selling of Gama Aviation's comprehensive maintenance services into the immediately enlarged fleet or the future growth opportunities expected to be derived from Gama Aviation Signature Aircraft Management's market-leading

The facility, the first purpose built location of its type in Sharjah, will replace its existing facility and is a

aircraft including Airbus ACJ & Boeing BBJ Approx. 20,000 sqm of external aircraft parking Approx. 150 sqm of commercial office space for tenants



Supporting one of Be'ah's main objectives, that of controlling the environmental damage caused by traditional waste dumping processes, Averda will launch a number of awareness raising campaigns in Bidbid, Samail, Nizwa, Izki, Bahla, Al Hamra and Adam to support be'ah awareness rising efforts

> Crescent Enterprises is a Founding Shareholder in Growthgate Capital. Averda is one of the main portfolio companies of Growthgate Capital.

Furthermore, the group recently acquired Arab Vines, a video content platform. This initiative goes in line with STEP's keenness to bridge the growing gap

Step's team has been working on a custom-made backend that uses interactive formats for Stepfeed.com and Yallafeed.com. This will serve as an ongoing

In just under 18 months, both platforms, one catering to an English speaking audience and the other to Arabic speakers, have gained more than three million unique monthly users and six million monthly views. They expressed their goal to quadruple the user base across the platforms, reaching more than 10

STEP Group represents the first investment in the Arab region for North Base Media, an investment firm focused on media, journalistic enterprise and digital-



Ghada Abdel Kader, Manager - Corporate Development and Investment at Crescent Enterprises, joined the finale workshop and showcase to share her experience and tips with the girls, and to act as a judge for their final presentations, providing them with constructive feedback and We are always happy to partner with the Sharjah Ladies Club to ensure that more women and children have access to a community space in

Top right: Ghada Abdel Kader from Crescent Enterprises with some of the camp participants. Bottom right: The instructor with participants during the workshop. The CSR Training Institute program at Canadian University of Dubai Crescent Enterprises presented its Corporate Citizenship model as a pioneering example from the region

common understanding of the humanitarian landscape and galvanize support for new public-private partnerships that address key humanitarian challenges. Crescent Enterprises' delegation actively participated in a wide spectrum of sessions focused on various sectoral themes such as financial services, transportation, healthcare, technology and innovation (artificial intelligence, blockchain and clean energy technologies); geographic themes including Asia, the Middle East and Africa; and other strategic topics including sustainability, economic growth and social inclusion and humanitarian action. The annual meeting – the 47th held by the WEF –focused on four critical leadership challenges for 2017: reimagining global cooperation, revitalising the global economy, reforming capitalism, and preparing for the Fourth Industrial Revolution.

The 2017 Philanthropreneurship Forum in Vienna, Austria

theme "Generation Impact: Harnessing the Power of Giving".

communities around the world.

for Tangible Impact

of assets at its disposal.

bonds dedicated to addressing urgent humanitarian needs.

have created inefficiencies in the past.

CORPORATE INSIGHT

CEO INSIGHT - HARVARD BUSINESS REVIEW IN ARABIC

Corporate Philanthropy, Leveraging Practices & Assets for Tangible Impact

academia, business and governments to foster innovation and encourage collaboration.

Watch the full panel discussion — Corporate Philanthropy: Leveraging Practices & Assets

Crescent Enterprises' CEO Joins a Panel Discussion on Corporate Philanthropy

Badr Jafar, CEO of Crescent Enterprises, joined the 2017 Philanthropreneurship Forum on a panel discussion on Corporate Philanthropy, which focused on ways to leverage practices and assets for tangible impact. The forum convened on January 16, 2017 in Vienna, Austria, under the

The annual Philanthropreneurship Forum is a global initiative that connects, empowers and inspires leaders from philanthropy, civil society,

The one-day Forum focused on what it takes to deliver positive social impact, ensure sustainability and accelerate scalable progress for

Enterprises should design

inclusive and sustainable

their business resources

substantial social value

and competitive returns.

Left: Crescent Enterprises CEO, Badr Jafar speaking during the Corporate Philanthropy

To learn more about the forum visit

www.philanthropreneurshipforum.com

in order to deliver

panel discussion

on - noted this fact when it published the outcomes of its deliberations earlier this year. Unfortunately, as the group also reported, the international community is increasingly unable to finance these growing

The problem is likely to get worse before it gets better. The UN raised more money (\$24.5 billion) for humanitarian assistance in 2014 than in

programs to better engage

and strategic partnerships

any year on record while still recording its biggest-ever shortfall in humanitarian financing, with only 62% of global needs covered. In other words, the growth in costs is outpacing the ability of the humanitarian system to raise more funds. How can the world's needs be expanding so much faster than its generosity? Most stakeholders agree that one of the biggest drivers of the shortfall is the changing nature of humanitarian crises themselves. Historically, the cost of responding to humanitarian crises was split equally between natural disasters and human conflict. Today, 80% of humanitarian needs are caused by conflict - often with complex political dimensions - with most being recurrent or protracted crises. The average length of conflict-related displacement now reportedly stands at 17 years. These trends are putting sustained pressure on a humanitarian system that was designed for short-term emergencies. Another striking aspect of the funding crisis is that the private sector is not doing its share. A shockingly low 4.8% of global humanitarian

more actively in humanitarian-focused PPPs. Conversely, it has been documented how humanitarian aid can have unintended negative consequences on local businesses when they are *not* adequately engaged in its delivery. Ultimately, there is nothing small about the world's SME community. This extensive network of businesses could be having a much bigger impact on the ability of fragile communities to prevent, withstand and respond to humanitarian disasters. However, that requires the humanitarian sector and the international community to coordinate more actively with local SMEs and engage them more deeply in humanitarian responses. By doing so, we can seek to make humanitarian aid more of a long-term investment that leaves a lasting economic

with a revered publication such as HBR.

"How to Get People to Collaborate When You Don't Control Their Salary"

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