## **OPERATIONAL NEWS GULFTAINER - GAMA AVIATION PLC - CE-VENTURES**

**GLOBAL PORTS UPDATE** "Gulftainer Shows Strong Performance in the UAE, Brazil, Iraq and USA"

For more than 38 years Gulftainer has been delivering world-class performance to its customers cross its operations in the Middle East, Europe,

Iraq, Lebanon, Brazil and the USA, with 2015 proving to be one of the company's strongest years yet. **UAE** Khorfakkan Container Terminal: Gulftainer's Khorfakkan Container Terminal (KCT) has had a very productive and record breaking H1 2015. In January, the terminal engaged in

operational updates which included the introduction of four ZPMC ship-to-shore quay cranes along with 12 rubber tyred gantry cranes. KCT also took on the delivery of an additional eight new versa effectively and efficiently.

Terberg tractor units along with eight associated trailers in March, which are used to move containers from ship to stack and visa-In addition to the terminal's equipment upgrades, KCT also welcomed a number of vessels throughout the year, once again proving its popularity among customers. On 18 April, KCT completed record breaking operations upon welcoming the 'CMA CGM Jules Verne' with the highest ever recorded number of moves

and the East African markets.

per vessel in both Gulftainer and CMA CGM's history. The exchange included a total of 11,756 moves, which is equivalent to moving 19,561 TEU (twenty-foot equivalent unit) on a single vessel call. In June of this year, the terminal also welcomed the biggest vessel at its port, the 18,000 TEU 'CMA CGM Kerguelen', and received a maiden call from Cunard's flagship passenger liner 'Queen Mary 2' where a plaque was presented to the captain to commemorate the occasion. Gulftainer also recorded positive throughput levels, with H1 year-on-year volumes at 14.4% up on 2014 and 3.9% up against budget.

The Khorfakkan Container Terminal (KCT) is the only fully fledged operational container terminal within the United Arab Emirates that is located outside of the Strait of Hormuz and because of its location serves as one of the most important transshipment hubs for the Arabian Gulf, the Indian Sub-Continent, the Gulf of Oman

Sharjah Container Terminal: Gulftainer's Sharjah Container Terminal (SCT) remains one of the company's leading operations, with a continued growth of 5.6% on last year's volumes. In addition to these successful numbers Gulftainer has commenced actions to increase the terminal's the next nine months, including the delivery of two new gantry cranes and the introduction of a new terminal operating system. **Brazil** 

footprint by engaging in expansion options with consultants CH2M Hill, and is set to publish a Master Plan for Mina Khalid on 26 August. With expansion underway, the company also has several operational upgrades and developments focused on efficiency that are due to take place over Recife Port: In the first half of 2015, Gulftainer Brazil recorded an increase of 7% in general cargo handling and 25% in its operating result in Pernambuco, compared to the same period last year, a reflection of the joint throughput figure at both Suape and Recife ports. Moreover, despite an ongoing international as well as regional economic crisis, Gulftainer Brazil has succeeded in leveraging new business, resulting in extra volumes in Recife and an increased market share in the region. Expansion has also been a part of Gulftainer Brazil's success as it also increased its footprint in the country's northeast region by extending its activities to Maceio and Cabedelo.

Gulftainer's Recife Port provides an alternative gateway to the fast growing northeast region, making it one of the fastest growing ports in Brazil. <u>Iraq</u> Umm Qasr Logistics Center: Gulftainer welcomed two of Iraq's largest LPG storage vessels at its Umm Qasr Logistics Centre (UQLC) at the Port of Umm Qasr in Basra. The two cylindrical LPG storage tank each weighing over 250 tonnes and measuring 50m in length-more than half the length of a football pitch-is the largest cargo ever to have been transported such a long distance within Iraq. UQLC was chosen by the cargo manufacturers to store the tanks in a secure and safe environment while preparing the necessary customs clearance. Gulftainer's full range of capabilities

were demonstrated in the successful handling of these tanks in UQLC, including storage security and reloading them to the specialist transport at the time of exit. The Umm Qasr Logistics Center (UQLC) is just north of Umm Qasr Port

with direct access to the main Basrah-Umm Qasr Road, ideally placed for the Oil and Gas sector of the region. **USA** 

Canaveral Cargo Terminal: GT USA's Canaveral Cargo Terminal (CCT) opening ceremony to place just one year after signing a 35-year agreement with the Canaveral Port Authority, Florida. In the presence of local, national and international dignitaries CCT welcomed the maiden vessel call from long-time customer, shipping line CMA CGM. The 'CMA CGM Jamaica,' the deepest vessel to ever enter the Canaveral port helped mark the occasion with the unloading of the first container at the port, but certainly not the last. CCT, the only dedicated container terminal at Port Canaveral, was developed on 20 acres with two berths and two gantry cranes with an initial capacity of 200,000 TEUs, with ambitious plans to

triple capacity to 750,000 TEUs. GT USA expects

Future changes at the Sharjah International

under management, with operations from 44 different locations in 15 countries across 5 continents including North America, the UK,

Continental Europe, Africa, Middle East, Asia and

CE-Ventures will continue to serve as an

incubation hub for start-ups spanning wide range of sectors and industries across the Middle East and North Africa. The division will develop new businesses and assist group companies in transforming ideas into viable projects that generate a broad social impact.

South America.

Although Gama Aviation Plc's \$188 million reverse merger with Hangar8 was finalized in January of this year, transitions for both companies have been undertaken gradually. Most recently to take place will be the phasing out of both Hangar8 and JetClub brands on all non-regulatory items. The announcement comes only after the two businesses have integrated successfully, have proven to continue to deliver on the strategic objectives including expansion and partnership agreements set in the initial plan, and have met trading performance expectations. The first phase in moving toward a single brand will include the closure of the Hangar8 group websites and the rebrand of the new Group's Oxford Airport

the terminal to be fully operational in the fourth quarter of 2015. The unveiling of new terminal and first container movements included the maiden call of the 'CMA CGM Jamaica', a 264-metre container vessel with a capacity of 4,298 TEUs that berthed at the port. CMA Gulftainer has also voiced its intentions to add a CGM is one of the world's leading shipping companies and is a long-time business partner of Gulftainer. second terminal in the USA in Q1 2016, along with a terminal in Africa, and could potentially operate as many as five terminals in the USA and others in Gulftainer is a subsidiary of Crescent Enterprises. South America by 2020. CHANGES AT SHARJAH FBO TO COMPETE WITH DUBAI INTERNATIONAL "Gama Aviation Announces Service Rate Reduction & Expansion Plans" With forecasts from the Middle East Business Aviation Association suggesting that the value of the business aviation industry in the MENA Region will reach \$1.3 billion by 2020, Gama Aviation Plc's forward plans for the second phase of its \$15 million investment at its Fixed Base Operations in Sharjah could not come at a more favourable time. Since opening a private terminal at Sharjah International airport in 2014, the business Aviation firm

has witnessed a positive response from its customer base, requiring Gama Aviation Plc, among several other changes, to lease additional aircraft parking space in order to accommodate the demand. The second phase of development will also include Gama Aviation Plc

acquiring new hangar space for \$8 million, where it will house aircraft and maintenance operations and provide aircraft supervision. Even more appealing to its growing customer base will be a reduction in handling rates by 20% as a result of Gama Aviation's' merger with Hangar8, which has allowed for cost savings to take place.

airport to provide an all-inclusive service from start to finish coupled with the landing and parking constraints at Dubai International, are set to edge out competitors and bring Gama Aviation Plc one step closers to its target of increasing its business by one and half times. Today, Gama Aviation Plc holds 145 aircraft

Gama Aviation Plc's exclusive executive terminal at Sharjah International airport re-opened to flyers in July 2014, following the completion of the first phase of the \$15 million investment for upgrades and renovation.

"Hangar8 and JetClub Brands Phased Out Under Gama Aviation"

Today, the airport is recognised as one of the top hubs for visitors to Dubai and the Northern Emirates.

Gama Aviation

list by another three in the coming months.

CONCEPT DEVLEOPMENT

Business

Gama Aviation Plc is an affiliate of Crescent Enterprises. **CE-VENTURES NEARS LAUNCH OF TWO BUSINESSES** "Division Aims to Make a Mark in the F&B and Industrial Clothing Space" CE-Ventures, a division of Crescent Enterprises tasked with conceiving and launching sustainable businesses that are socially conscious, is on the verge of introducing its first two business within the F&B and industrial clothing space upon completion of final testing phases. The new businesses are among several other concepts currently under development within the energy efficiency, and e-commerce spaces. In 2014, five new concepts were approved and added to the CE-Venture's development pipeline followed by the announcement of plans to expand the project

facilities.

**BUSINESS PLAN DEVLEOPMENT** 

PRIVATE EQUITY INVESTMENTS WAMDA MENA VENTURES I - SAMENA LIMESTONE HOLDINGS - GROWTHGATE CAPITAL

For more information on EWS-WWF visit ewswwf.ae.

environmental benchmarks including its promotion of environmental sustainability, the adoption of a new lighting standard for indoors, the

for the organisation this year.

Crescent Enterprises has proudly extended its platinum partnership with the Emirates Wildlife Society-World Wide Fund for Nature \*EWS-WWF) for the 2015-2016 period. Throughout the year, Crescent Enterprises will actively support the programmes' efforts and initiatives that address environmental conservation, awareness and education of

The partnership comes following the reveal of EWS-WWF's strategic vision, "Together for a Brighter Future" aiming to expand the organisation's activities through engagement opportunities. Although specific initiatives within the strategy have not yet been announced a broad plan for tackling climate change and biodiversity in the UAE as well as the conservation of the Emirate's unique natural heritage will be primary areas of focus

After 14 years of work with key partners EWS-WWF has already achieved a number of

The Sharjah International Children's Film Festival serves as an annual event celebrating and encouraging the artistic

Socio-economic impact of Gama Aviation's

2.5%

increase in

revenue per

departure

for handling services

in 2014 vs. 2013.

since 2012

**VIP** 

Committee, Safety

Inspection, and

afety walk etc

Procedure to identify

and evaluate the risks

around the termina

Continuous safety training courses for increase in

departure

contribution per

for handling services

in 2014 vs. 2013.

1,302

crew members

used the new

lounge between

August 2014 and

vear end

Procedures for monitoring subcontracto

activity controls

Clearly defined

individual roles and

responsibilities for health and safety

**Sharjah Executive Aircraft Terminal** 

32%

since 2012

increase in

departures

Internal and external audits

and third party accreditations

British Safety Council, Value

Chain Leadership award

rom Frost & Sullivar

Proactive and reactive health and safety

atistics to measu

performance

In addition to a summary of 2014 activities, the report outlines a detailed roadmap for the company's future endeavours and goals, which are structured around four key pillars; enabling ethical business; enabling a stronger society; enabling talent, and enabling stewardship of the

The release of the 2014 Sustainability Report also marks Crescent Enterprises first annual United Nations Global Compact (UNGC) Communication on Progress (COP) following its 2013 commitment to uphold the United Nations Global Compact's (UNGC) 10-universally-accepted principles in the areas of human rights, labour, environment and anti-corruption. Crescent Enterprises is one of 71 companies in the UAE that has joined the UNGC as part of its efforts toward corporate transparency

objectives and targets. Improvement plans are being developed to support the delivery of these objectives and targets The company will also constantly encourage, develop, review and share good practices in health and safety through

Top management's

commitment to

implement HSE

policies

Procedures for

HSE inductions, HSE trainings and toolbox talks.

skills of the emirate and wider region as well as serving as a platform for cultural tolerance among youth.

biodiversity and climate change, and the reduction of the UAE's ecological footprint.

"Protecting our Environment for a Better Future"

**Emirates Wildlife Society** 

Sharjah Media Arts for Youth and Children and established under the patronage of Her Highness Sheikha Jawaher Bint Mohammed Al Qasimi (wife of His Highness, the Ruler of Sharjah). The festival is dedicated to enhancing the media literacy of the region's youth, fostering creativity and showcasing the very best in filmmaking for, by and about children. The festival also plays an essential role in exposing children culture, promoting peace and tolerance and creating a global understanding of how people from different cultures, religions and

backgrounds can live together respectively.

For updates on the festival, including screening times please visit www.sicff.ae.

SUSTAINABILITY REPORT - URUK GORUP CEO JOINS STEERING COMMITTEE ON ENERGY

Our Themes

Governance

Compliance

· Supply chain

management

Direct/indirect

generation

Corporate

planet.

To download Crescent Enterprises' Sustainability Report 'Redefining Growth', click here.

and accountability.

citizenship

economic value

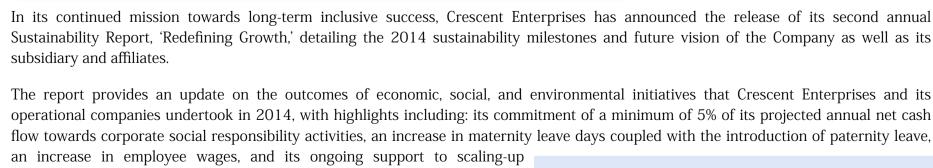
Local employment

Anti-corruption

CRESCENT ENTERPRISES IS 'REDEFINING GROWTH'

**INDUSTRY EVENTS & REPORTS** 

"Second Sustainability Report Delivers Roadmap"



entrepreneurship through social partnerships.

Enabling

ethical

business

Our Pillars

responsible

operations

through strong

commitment to

accountability

Driving the

socioeconomic development of

our countries of

transparency and

business

Our Vision

920,000 inclusive policies to used the new strengthen society lounge between Local procurement of fuel sold in 2014 August 2014 and Social vear end entrepreneurship Gulftainer's award-winning safety practices · Employee safely Being an employer of and well-being choice and Building a high supporting young Procedures for Safety

common systems

transparency and

across Crescent

To create a

measurable

communities

in which we

positive impact in the

Enterprises' group companies

to governance.

accountability

and policies related

knowledge, Dr. Jafar is expected to provide significant value to the event and its participants seeking insight on the energy sector throughout the region. Uruk Group CEO Dr. Jafar D. Jafar. The 2016 symposium will serve as a platform to address the recent years of Iraq's electricity shortages, power plants unable to receive sufficient fuel supplies to operate at full capacity, and gas fields left idle. Field experts, senior officials from top educational institutions, think tanks, the Ministry of Oil and several multinational corporations will come together to share and exchange knowledge and provide solutions on both a private and public level. Uruk Engineering & Contracting is an affiliate of Crescent Enterprises. **CORPORATE INSIGHT** 

national football associations) and go a long way in helping to shine a light on issues of concern and necessitate remedial action. Governments also have an important role to play here. While it is always better for businesses to be proactive when it comes to preventing corporate corruption, regulators know only too well that not everybody will always play by the rules. Mechanisms must be put in place to investigate indications of corruption before it is too late, with a view to protecting the integrity of their markets. For example, the establishment of a national integrity commission, along the lines of Saudi Arabia's recently established National Anti-Corruption Commission (known as Nazaha which means "integrity"), is something that could be considered by other countries in the GCC. Good governance is a culture as much as it is a practice. It is a set of beliefs as much as it is a set of rules. The current crisis engulfing global

half of what has been alleged in recent years turns out to be true, how and why was this allowed to continue for so long?

"\$75 Million Growth Stage Fund for Entrepreneurs Introduced" the World Bank Group, the Abraaj Group, and Zain Group. than funding, such as Endeavor, Injaz, Oasis 500 and others. Wamda MENA Venture's CEO Fadi Ghandour is one of the region's leaders in start-up enterprises including his role as a founding investor of Maktoob, the largest technology aiming to be the region's foremost knowledge provider. start-up in the MENA Region, and leader in funding and scaling startups and entrepreneurship platforms. **SAMENA LIMESTONE HOLDINGS** "RAK Ceramics Actions Value Creation Plan"

identification of important turtle migration routes in the region through tagging, and assisting in the planning and implementation of the Wadi Wurayah National Park in partnership with the Fujairah government. Sharjah International Children's Film Festival "A Partnership to Celebrate Youth, Art and Culture" After the success of bringing art through rjah Internationa film to the youth of the UAE in 2015, Crescent Enterprises has re-confirmed its commitment to the Sharjah International Children's Film Festival (SICFF) 2016 as a leading partner. SICFF is the first children's film festival in the UAE and the region, organized by

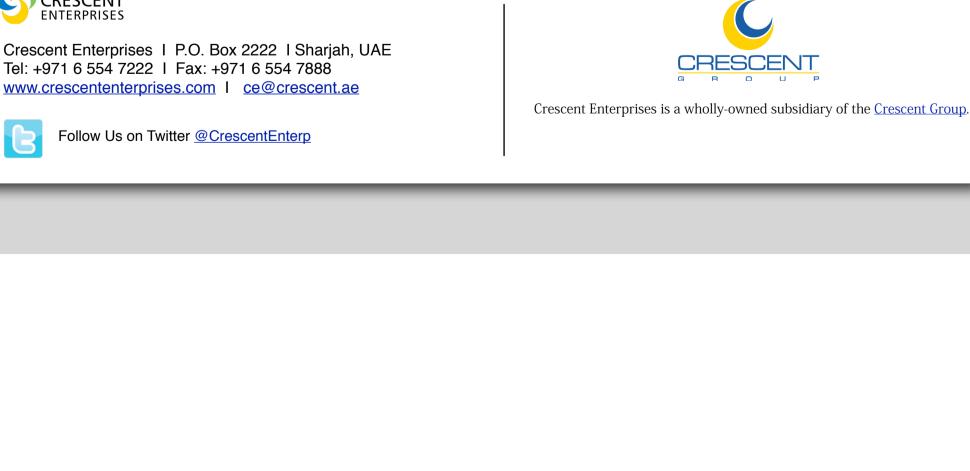
A total of 175 films from 20 countries will compete for the SICFF awards in this year's festival set to take place from October 18-23 at the Al Jawaher Reception and Convention Centre. The awards will be given across seven categories, including the "Best Child Made Film", "Best Emirati

Short Film", "Best GCC Short Film", "Best Feature Film", "Best Short Film", "Best Documentary Film", and the "Best Animation Film".

operate programmes and **Enabling** sustainable growth performance people and culture entrepreneurs Employment investigations of practices ncidents and corrective (diversity, gender actions for incidents Understanding Quality Crescent Management Enterprises impact and Energy water. identifying waste, biodiversity opportunities for Sustainability Report 2014

**Redefining Growth** 

HARVARD BUSINESS REVIEW IN ARABIC كيف تحافظ على مكانك في شركة عائلية وأنت لست من العائلة 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 time. With this resource, executives will have access to information in the context of business and its related areas, with local and regionally relevant topics that might otherwise be discussed in prominent Western publications. It is Crescent Enterprises' goal to fill this





URUK GROUP CEO JOINS STEERING COMMITTEE ON ENERGY "Dr. Jafar D. Jafar to Provide Insight & Expertise to Iraq SPE Symposium" As part of its ongoing focus on thought leadership in the energy sector, Uruk Engineering and Contracting CEO Dr. Jafar D. Jafar has joined the Middle East Chapter Society for Petroleum Engineer's (SPE) steering committee tasked with preparing the 2016 symposium: "Iraq - The Petroleum Potentiality and Future of Energy," taking place in Amman, Jordan. Dr. Jafar has provided several decades of service to the Iraqi people both in his time with the government and is head of one of Iraq's largest Engineering, Procurement and Contracting companies. In addition to spearheading the country's electricity reconstruction efforts from 1991 to 1999 and serving as Chairman of the Iraqi National Committee for Technology Transfer, Dr. Jafar has also penned and co-authored several energy and industry related research papers. Based on his extensive experience and CEO PERSPECTIVE - HARVARD BUSINESS REVIEW THE IMPACT OF CORPORATE GOVERNANCE "For the Game. For the World." What can you learn from the FIFA Scandal?" On the morning of 27 May 2015, Swiss authorities in coordination with the FBI arrested seven international high-ranking football officials at a Zurich hotel. Hours later, the US Justice Department announced it was bringing charges against nine FIFA officials and five others for a range of serious criminal offences including "racketeering, wire fraud and money laundering conspiracies." On the same day, authorities conducted a raid on FIFA headquarters and announced their own criminal investigation into "irregularities" in the awarding of the 2018 and 2022 World Cups to Russia and Qatar respectively, targeting allegations of "corrupt behaviour and money laundering". Whatever the outcome of these investigations, it is clear that football's governing body first established over 110 years ago is in the midst of a legal, commercial and public relations crisis. For any organisation – public, private or not-for-profit – to find itself in such a position is a sign that serious mistakes were committed, to say the least. There can be no doubt that FIFA's corporate governance processes, which 209 football associations across the world have put their trust in, have been grossly inadequate to allow such a situation to unfold. This should be a cautionary tale for businesses everywhere – including here in the Gulf Region – on the need for transparency, accountability and anti-corruption measures that can give your stakeholders confidence in your practices and trust in your outputs. Specifically, I believe there are a number of important lessons that can be learned from what has already emerged from the ongoing FIFA scandal: First, the scene for good or bad governance always is set at the top. When senior executives of any organisation are personally implicated in alleged corruption, alarm bells should be ringing about the kind of corporate culture that has been allowed to develop on their watch.

Second, a lack of transparency does not just limit an organisation's ability to prevent governance failures. It also limits its ability to defend itself against allegations of corruption and maintain the trust of its stakeholders. When FIFA appointed the former US Attorney, Michael Garcia, to conduct a review of the ethics of the 2018 and 2022 World Cup bidding processes, it inadvertently scored an own goal with the treatment of his 350-page findings by announcing they could not be made public for "legal reasons". Subsequent public pressure compeled FIFA a few months later to publish a 42-page "summary", which was described by Garcia himself as "materially incomplete" with "erroneous representations of the facts and conclusions" and, left many wondering what the organisation had to hide. Garcia subsequently resigned as FIFA ethics investigator in

Third, when organisations have an international footprint, their activities in one market are often subject to the jurisdiction of regulators in another. In the FIFA example, the defendants' use of the American banking system, in addition to the hosting of meetings in the United States to

Fourth, governance failures at one institution can have far-reaching impacts on its stakeholders and their reputations. The allegations leveled at FIFA last month have put immediate pressure on large sponsors such as Visa, Adidas, Coca-Cola, McDonald's and Hyundai to take action, expressing serious concerns over the developments. In good times and bad, their reputations are tied to that of international football. Even Interpol has distanced itself from the troubled football body, suspending a ten-year, Euro 20m partnership it established with FIFA in 2011, under

However, at a more basic level, I believe these events also offer an important lesson for the rest of us about the cost of accepting that certain things cannot be changed. You might call this a kind of apathy tax. After all, questions over the integrity of global football are not new. If even

We may argue that it was out of our hands, but consumers and other stakeholders often have much more power than they think to hold organisations to account and bring about change within high-profile institutions. The #NewFIFANow campaign established in January 2015 is one example of how creative campaigning, and the effective use of social media can apply pressure to stakeholders (in this case, sponsors and

football demonstrates how all of us, particularly in business, must always be vigilant about our own governance practices and those of the institutions we put our trust in. When the culture of any organisation is allowed to spin out of control, there is no telling if things will ever be the

Crescent Enterprises CEO Badr Jafar continues to raise awareness on the Arab Region's most relevant challenges and opportunities including entrepreneurship, corporate governance, business sustainability, women in the workplace, and smart energy policy through his blog www.badrjafar.com.

plan their alleged activities, in part gave the US Department of Justice the authority it needed to facilitate their arrests in Switzerland.

informational gap with a revered publication such as HBR. A new HBR article is posted every month on the كيف تحافظ" Aligtisadi website. To view the latest article, .alick here ",على مكانك في شركة عائلية وأنت لست من العائلة Follow @CrescentEnterp Aliqtisadi also offers readers the opportunity to subscribe to its monthly newsletters, which highlight news items and recent articles. To subscribe, click here www.ae.aliqtisadi.com

protest.

same again.

As featured in <u>The National</u> on 5 July 2015.

the banner of "Integrity In Sport".

كيف تحافظ على مكانك في شركة عائلية وأنت لست من العائلة 2 فبراير 2015 - 15:50 Harvard ينشر قسم الإدارة مقالات يومية من هارفارد بزنس Business CRESCENT ريفيو على الاقتصادى الإمارات.