



Entrepreneurs' Success Stories in the Mediterranean

Contents

The opportunity for a new partnership in the Mediterranean region	4
Entrepreneurs that hold the key to the future in the Euro-Mediterranean area	5
For the Dutch group APM Terminals , Tanger-Med is a textbook success story	6
The German company Bayer has strong ties with Israel	7
The Irish company BCM wants to help Tunisian firms to save money	8
The British group Camper & Nicholsons is developing marinas in Turkey and throughout the Mediterranean	9
The Cypriot public operator CYTA is keen to strengthen the position of Cyprus as the telecommunications hub for the Eastern Mediterranean	10
The Egyptian company Electrometer El Sewedy has chosen the Czech Republic as a base for conquering the European market	11
The Tunisian company Energie del sole exports its expertise in renewable energy to Italy	12
The Spanish group Fuenso is taking advantage of the Mediterranean region's potential to develop its hotels in Lebanon and Syria	13
The Croatian company INA is working closely with Syria in the petroleum sector	14
Interact Egypt reaches out to the emerging markets on the southern shore of the Mediterranean	15
For the Moroccan company Involys , Tunisia constitutes a natural base	16
The expertise of the Jordanian firm ISLA reaches as far as the Occupied Palestinian Territories	17
Jordan, a vast market in the water sector for the Swedish company Sweco	18
The Syrian company THIKAH and French company Nobatek hope to make their mark in the Middle East in the field of green building	19
It is 20 years now since the country's geostrategic position attracted the Dutch group TNT to Turkey	20
Water treatment: the Belgian company Waterleau gets valuable help from its local partners to support its development in Morocco	21
The partner organisations	22
Acknowledgements	23



The opportunity for a new partnership in the Mediterranean region

ANIMA Investment Network
Wafaa Sobhy
President



The European Union remains the leading investor and trading partner in the Mediterranean region and its resolve has not been weakened despite the global crisis. This is even more striking in the case of small and medium-sized enterprises (SMEs), whose level of investment has been less affected than that of larger companies. Furthermore, SMEs on average generate twice as many jobs per euro invested as large companies and multinationals.

That is why we decided to include in this second edition "Entrepreneurs' Success Stories in the Mediterranean", alongside the experiences of SMEs and tales of successful business partnerships – the first stage in making an investment – concrete examples of South-North investments.

Although it is difficult to forecast with any degree of certainty how the political situation will develop over the coming months, we must take note of the aspirations of the peoples of the Mediterranean, who, in the recent popular movements, have been calling for equal rights, social development and democracy. These values are shared by the countries of Europe and so the EU must see this transition as an opportunity to revitalise its regional partnership in the Mediterranean region.

ASCAME
Murat Yalçintaş
President



At the same time, this global crisis forced Europeans to rebalance their relations with their southern Mediterranean neighbours by encouraging better sharing of value added. For two years European companies have been more likely to enter these markets via partnerships with local firms. Although this is leading to an apparent reduction in foreign direct investment (FDI) flows to the southern partner countries, it also enables those countries to capture more directly the benefits of the newly created activities by strengthening their human resources, accelerating transfers of technology, and increasing their access to markets, especially in third countries. Today the partnership operates in both directions, as companies in the South did not wait for the crisis to invest increasingly in European markets.

The pro-democracy uprisings that have spread along the southern shore of the Mediterranean are obviously going to have an impact on the strategies of businesses in the region. New governments have been set up in some countries and reforms are being considered throughout the region. Therefore in the short term the current period is not conducive to trade in the region and does not offer sufficient visibility to investors to embark upon new projects. The recent downgrading of these countries' ratings illustrates this transitional situation.

A decision-making process that can take months or even years is necessary for a company to invest. In such a context the time is right to accelerate the introduction of instruments designed to encourage endogenous development and persist with those that will facilitate future foreign investment and business partnerships in the Mediterranean countries.

BUSINESSMED
Galal Zorba
President



However, the southern Mediterranean countries have made a big effort over the past decade in order to put in place the necessary laws, institutions and infrastructure to encourage the development of the private sector. In strictly macroeconomic terms, they have made considerable progress, which has been reflected in a widespread acceleration of their FDI, growth and exports.

With its network of 400 public and private organisations throughout the Euro-Mediterranean region supporting the development of the private sector, and thanks to the Invest in Med programme, the MedAlliance intends to continue with its activities in that direction.

EUROCHAMBRES
Alessandro Barberis
President



Entrepreneurs that hold the key to the future in the Euro-Mediterranean area

There have been major upheavals in a number of Mediterranean countries, for which young, often educated people demanding a better future and a real prospect of employment were largely responsible. Reforms are necessary to meet their expectations, create jobs, encourage an entrepreneurial spirit and the development of small and medium-sized enterprises, and support a peaceful transition to a sustainable political and economic democracy. Our partner countries hold within themselves the seeds of their own development. It is up to them to bring them to fruition, with the assistance of their civil society and all the micro and small entrepreneurs who are part of that society and are working on a day-to-day basis in various sectors.

To support them, the European Commission and the European Investment Bank (EIB) are working hand in hand with other partners. The EIB is there to help the national and local authorities, large firms and SMEs that are at the forefront of growth in the partner countries, by improving the business climate and increasing the attractiveness of the Mediterranean countries. Via its financial arm in the region, FEMIP (the Facility for Euro-Mediterranean Investment and Partnership), the Bank invested a

record EUR 2.6 billion in the partner countries in 2010 alone. Through its technical assistance and risk capital, including with the FEMIP Trust Fund, the EIB also offers important support for local financial systems, thus contributing towards the creation of a strong and competitive economic infrastructure.

The European Commission too is providing its technical and financial support to help young people start up businesses and to encourage SMEs in the neighbouring Mediterranean countries. Vice-President Tajani, who is responsible for industry and SMEs, states that *"the dynamism of SMEs is crucial for creating employment and offering concrete opportunities to the younger generations. The Small Business Act (SBA), which informs the policies to help the European Union's SMEs, could serve as a source of inspiration for improving the environment for SMEs in neighbouring countries and for facilitating investment through simpler laws and procedures and making finance more accessible. Adopted in 2004, the Euro-Mediterranean Charter for Enterprise is bound to evolve and I hope that we will soon be able to talk about a veritable Euro-Mediterranean Small Business Act, including also an SME envoy for our neighbouring Mediterranean countries."*

"We must be ambitious and creative insofar as the Mediterranean is concerned", adds Mr Füle, the Member of the European Commission responsible for enlargement and European neighbourhood policy. "In addition to our support for civil society and institutions that encourage democracy and inclusive and sustainable growth, we are ready to work on economic integration with our neighbouring countries and on strengthening, with that in mind, the external dimension of the Single Market. Here businesses, especially SMEs, have a key role to play".

Indeed, as Philippe de Fontaine Vive points out, *"The Euro-Mediterranean economic area is being created above all by the entrepreneurial men and women who seize the opportunities the South has to offer and are working on a day-to-day basis for shared economic growth"*.

A number of these entrepreneurs tell their story in this brochure and show that, although situations vary in the different partner countries, interdependence is growing between the European Union and the southern and eastern Mediterranean countries. Their testimony encourages us to continue our efforts to consolidate Europe's partnership with its neighbouring Mediterranean countries.



Vice-President
of the European Investment Bank
Philippe de Fontaine Vive



Vice-President
of the European Commission
Industry and Entrepreneurship
Antonio Tajani



Commissioner
Enlargement and European
Neighbourhood Policy
Stefan Füle



For the Dutch group APM Terminals, Tanger-Med is a textbook success story

- ⇒ APM Terminals, a subsidiary of the Danish A.P. Moller-Maersk group, operates a network of 50 terminals in 32 countries on the five continents.
- ⇒ In 2009, the APM Terminals group had a turnover of EUR 2.25 billion.
- ⇒ It has 22 000 employees.



www.apmterminals.com

The Straits of Gibraltar are a strategic shipping route, at the crossroads for East-West and North-South sea traffic. Over 200 ships pass through the Straits every day. The Tanger-Med port occupies a unique position at this crossroads. It is both highly competitive and strategically placed and can receive and handle the world's largest container ships. It was this favourable position that prompted APM Terminals to start up a business there. We operate in a highly competitive environment and competition is particularly fierce in the transshipment business, which represents almost 98% of our activity.

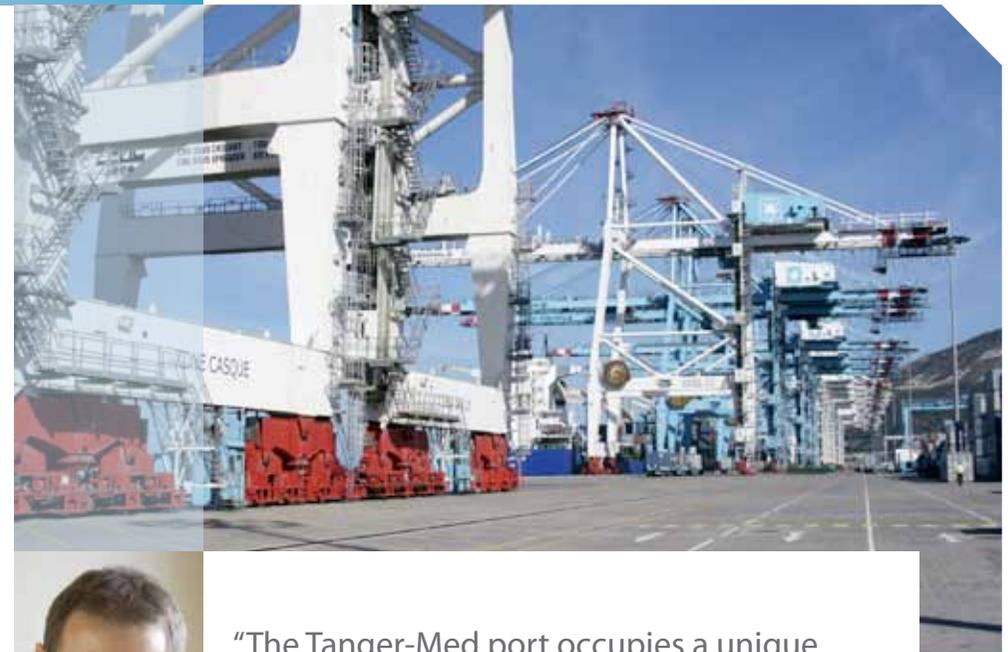
APM Terminals Tangier was the first container terminal established in Tanger-Med, under a 30-year build, operate and transfer concession concluded in 2005 with Agence spéciale Tanger-Méditerranée, the public agency for the promotion of the port. Its development represented an investment of almost EUR 140 million under a joint venture with Akwa group, our Moroccan partner. The Akwa group is active in a number of sectors of the economy in Morocco and is also heavily involved in the overall Tanger-Med project as an operator in the oil terminal. We have been able to establish together a relationship based on trust and work together closely.

APM Terminals Tangier has been operational since July 2007 and currently employs over 700 people. Such a growth rate has required a considerable training effort, both locally and internationally. As a result of this effort we have been able to establish a port facility which in 2008 was already one of the most efficient in the world in terms of productivity and operational capacity. Today it can handle an annual container volume of around 1.8 million TEUs (twenty-foot equivalent units).

Since we started operations in 2007, the overall development of the Tanger-Med port complex has been geared to meeting the requirements of a world-class hub and this has been achieved in record time. We can genuinely talk of a model public-private partnership.

The economic crisis had a direct impact on our level of activity at Tanger-Med I in 2009. It has also had an impact on the process of installing Tanger-Med II (Terminals 3 and 4), which was initially due to be completed in 2008 – but is still pending today.

Nonetheless, even though the markets are still very volatile, we were able to achieve growth of over 65% in 2010, with an estimated volume of over 1.4 million TEUs. We are confident: this level of activity is a good indicator of our future prospects at Tanger-Med.



“The Tanger-Med port occupies a unique position, which is why we were determined to be there”

Étienne Rocher
Managing Director of APM Terminals Tangier



The German company Bayer has strong ties with Israel

- ⇒ Bayer Israel Ltd has been operational since November 2008.
- ⇒ This subsidiary is attached to Bayer Healthcare, one of the four subgroups of the German Holding Company, and represents two of its divisions: Pharmaceuticals, which focuses on specialty pharmaceuticals, and, since January 2011, Consumer Care, which is dedicated to OTC products.
- ⇒ Bayer has 60 employees in Israel.



www.bayer.com

Bayer has had a presence in Israel since the 1970s but it was only in 2008 that we established our subsidiary, Bayer Israel Ltd. Based in the new industrial zone of Hod HaSharon, near Tel Aviv, it has been officially operational since November 2008.

We are keen to develop our business in Israel as this is a very interesting country for a pharmaceutical company: the Israeli healthcare market relies on technological innovation and on human diversity, two essential factors from our viewpoint.

The establishment of a legal entity, so long after the start of our activities in this country, marked a clear stage in the development of our group in Israel.

Even so, it was no easy matter to take leave of an agent who had been working with Bayer for 40 years and with whom we had a strong relationship. That was why we took the time to prepare everything properly, even though this period of change had an impact on our business. The transfer of the employees and the products in question to the new entity was carried out sensitively and smoothly.

Operating in the pharmaceutical business via a direct subsidiary rather than continuing to use an agent is an undeniable commercial advantage for Bayer. But not just for us. The Israeli healthcare sector now enjoys direct contact with our company. At the same time the Israeli people can get more Bayer products and have access to new products much more quickly.



“We are keen to develop our business in Israel as this country combines technological innovation and human diversity”

Dorit Puterman
Managing Director of Bayer Israel Ltd

- ⇒ Business Cost Management (BCM) is a network of cost reduction experts set up in Limerick, Ireland, in 1990 and employs 75 staff.
- ⇒ BCM concentrates on auditing general expenses, optimising purchasing and controlling expenditure.
- ⇒ Its clients are firms of all sizes: consultants, manufacturing industries, construction and public works, auto parts suppliers, telephone operators, hotels and restaurants, and banks.
- ⇒ The group is present in 16 countries and has an annual turnover of EUR 6 million.

The Irish company BCM wants to help Tunisian firms to save money

www.bcmcorporate.com

Exorbitant telephone and electricity bills and rents... Firms are sometimes spending far more than they should be.

At Business Cost Management (BCM), we hunt down these excess costs. Our teams systematically put seven cost items under the microscope. We take only 50% of the savings achieved and do not charge firms a cent if we fail to help them make any savings. The idea developed by BCM in 1990 has come a long way and we are now established in 16 countries worldwide.

The economic development of the Maghreb encouraged us to embark on the conquest of the Tunisian market. In January 2010, we opened an office in Sfax under the direction of Yassine Mzid and Ismail Jemal, who have expert local knowledge.

Whether it be in the hotel sector, logistics, service firms or local or regional authorities, our mission is the same and consists in reducing printing, transport or electricity costs by negotiating the best terms with the service providers. The scale of wasted resources and the resulting potential for savings naturally varies, but we regularly find that up to 20% of a firm's profits can be swallowed up if supply costs are not kept under control.

We therefore want to help Mediterranean firms to save money and maintain an improved cash flow situation by renegotiating contracts with suppliers.

We expect to continue making inroads into the Tunisian market in 2011 with the opening of a second BCM office, probably in Tunis.



"The economic development of the Maghreb offers us a great business opportunity"

John Mac Namara
Managing Director of BCM



The British group Camper & Nicholson's is developing marinas in Turkey and throughout the Mediterranean

- ⇒ A company specialising in the management and development of marinas and seafront programmes.
- ⇒ Turnover of EUR 2.8 million (excluding sales of berths) in 2009.
- ⇒ Currently managing three marinas, including two in the Mediterranean and a Sales & Marketing contract in Italy. Has signed contracts for future marinas in Limassol (Cyprus), Istanbul (Turkey) and Calaponte (Italy). The company is also taking its first steps in the Chinese market.



www.cnmarinas.com

Since 1782 the name Camper & Nicholson's (C&N) has been synonymous with yachting. From its origins as a boat builder, C&N went on to create the beautiful J Class yachts that challenged for the America's Cup in the 1930s. Latterly, for the past 40 years, the company has also been involved in the development and management of marinas – where demand for berths outstrips supply, as the global fleet of yachts continues to grow.

With experience in more than 25 countries worldwide, C&N floated on the London Stock Exchange AIM market in 2007, with the objective of expanding our business in the yachting heartlands of the Mediterranean and Caribbean, and in newly emerging markets.

With the 2010 opening of Cesme Marina, on the Izmir Peninsula in Turkey, we are now invested in three operational marinas – with Malta and Grenada (West Indies) also in the portfolio – and have consultancy and operating contracts worldwide.

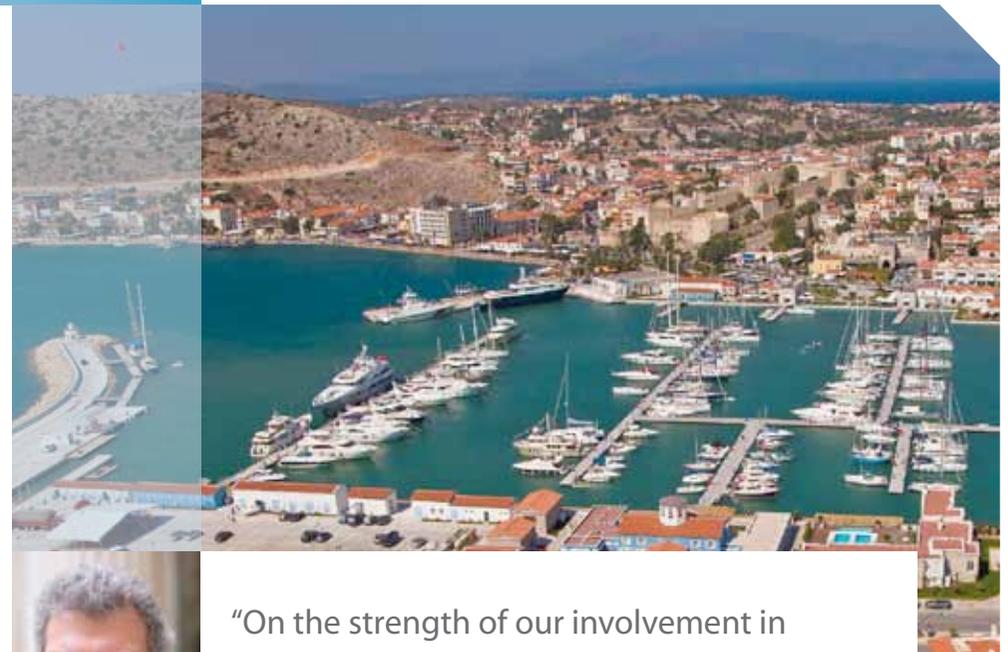
C&N's investment in Turkey came about when we formed a joint venture with the highly respected Turkish company Ibrahim Cecen Investment Holding. Together we bid for and won the tender for the Cesme Marina, located near Turkey's third

largest city Izmir. With 375 berths and some 6 000m² of commercial space for shops, restaurants and businesses, this partnership has successfully leveraged both IC Holding's vast knowledge of the Turkish market and our own experience in the international marina sector.

We have been involved in every step of the development of Cesme Marina, from initial design through to today's operational management, and are delighted with its growing popularity in the first nine months since opening. With summer weekends seeing up to 15 000 visitors, it shows the potential for such a high-quality yachting destination on Turkey's Aegean coast.

Elsewhere we are working with local partners to create and operate marinas which are sensitive to their environments while providing yachtsmen with their technical and personal needs. For the local communities and even on a national scale our marinas provide strong employment opportunities and support an infrastructure of small and medium-sized enterprises.

To sum up, by working with the right local partners, investing in Mediterranean marinas has proved a winner for Camper & Nicholson's.



“On the strength of our involvement in 14 projects in the Mediterranean countries, we are hoping to build a network of marinas in the region”

Nick Maris
Chairman and CEO of Camper & Nicholson's
Marinas International



The Cypriot public operator CYTA is keen to strengthen the position of Cyprus as the telecommunications hub for the Eastern Mediterranean

⇒ The number one telecommunications operator in Cyprus, CYTA is a public company operating in a competitive universe. Over the years it has made Cyprus into a veritable communications hub in the Eastern Mediterranean and has now a network of nine submarine cables.

⇒ In 2009, CYTA achieved a turnover of EUR 463 million.



www.cyta.com.cy – www.cytaglobal.com

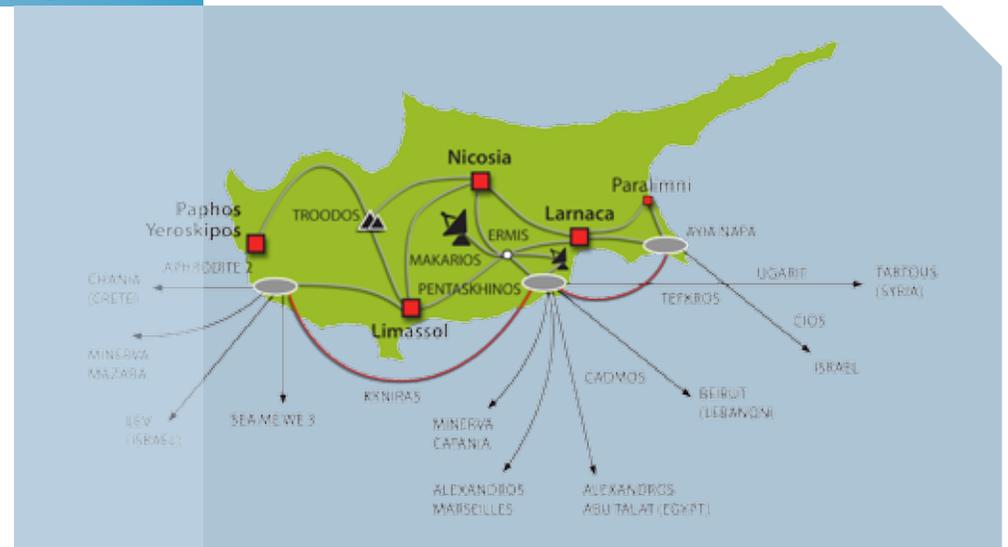
The Cyprus Telecommunications Authority (CYTA) is an autonomous public entity set up to install and develop a full telecommunications service both in Cyprus and internationally. We cover the whole range of electronic communications, from fixed and mobile telephony to internet services and high-speed internet. Through our subsidiary Cytaglobal, we are particularly active in the field of international fibre optic cables, the aim being to make Cyprus a regional telecommunications centre for the Eastern Mediterranean.

We have long had partnerships with the Syrian operator STE and Lebanese operator LMT/Ogero, because of both our geographical proximity and the good commercial and political relations between our countries. This cooperation was reflected in the laying of submarine fibre optic cables as long ago as 1994: the Ugarit cable between Cyprus and Syria and the CADMOS cable between Cyprus and Lebanon. The aim was to bring about an appreciable improvement of the existing networks in those two countries.

From our viewpoint, the development of our activity at the international level is essential to compensate for the limited size of our domestic market and to counter the recent pressure from competing operators.

To continue this development, we must capitalise on the positive image we already have in the above countries and demonstrate our ability to adapt to the ongoing technological developments in the sector by investing heavily.

We are therefore in the process of modernising the system of submarine cables linking us to these countries. We are also hoping to complete very soon the discussions to install a new broadband cable between Syria and Cyprus. A similar project is under discussion with Lebanon. These projects should strengthen our role as the regional hub for the Eastern Mediterranean. In the same vein we are examining all the new development projects for submarine cables in this area, in the Gulf and in North Africa.



Loizos Economides
Manager Network Planning of CYTA

“Doing business in the Middle East requires a long-term view. We see our cooperation in terms of a broad strategic vision aimed at more than short-term financial gains”



The Egyptian company Electrometer El Sewedy has chosen the Czech Republic as a base for conquering the European market

- ⇒ Electrometer El Sewedy is part of the Egyptian El Sewedy group set up in the early 1930s to produce electrical equipment in Egypt. With 23 factories worldwide, some twenty companies and 8 000 employees, the group has an annual turnover of EUR 381 million.
- ⇒ Electrometer El Sewedy has seven production plants and employs 3 500 people. In 2010, it had a turnover of EUR 152 million.
- ⇒ The firm specialises in the manufacture of electricity meters and more broadly in customised solutions to improve electricity supply and the facilities for paying for and monitoring energy supply both for private consumers and for industry.



www.sewedy-eg.com

Some twenty years after its creation, Electrometer El Sewedy has become one of the largest manufacturers of electricity meters in Africa and the Middle East. Following the opening of our first factory in Cairo in 1998, we have increased our presence in other countries to support our commercial development and adapt to technological developments in the market. Thus in 2004, we started up the first industrial production of electricity meters in West Africa when we opened a plant in Ghana, before setting up shop in Zambia and then in Brazil, Mexico, Ethiopia and India.

However, despite ranking fifth in the world electricity meter industry (ABS classification), we had no presence whatsoever in Europe. We therefore decided to set up shop in this region, our first move being in 2008 when we acquired 30% of the capital of the Slovene group Iskraemeco (in Kranj), which also specialises in the measurement of electrical current and of all types of energy flows, both for private consumers and for industry. We decided, however, to transfer our holding some months later to El Sewedy Electric, another subsidiary of the El Sewedy group, whose strategy formed a better match with that of Iskraemeco.

In March 2010, we finally got the opportunity to take over the Czech company ZPA Smart Energy, based in Trutnov in the North of the Czech Republic. This firm is already very well established in several countries in Central Europe, and its acquisition provides us with an excellent way into the European market. It has a very good range of products that is well known and above all complements our own range very well. Furthermore, we do not serve the same customers and by combining our forces we should be able to increase our business appreciably.

ZPA was established in the 1950s and during the 1990s consolidated its position in the field of data measurement, recording, communication and control for electricity distribution and consumption. Following a restructuring in 2006, the company was renamed ZPA Smart Energy, presenting itself as a supplier of energy management solutions.

One year on we are very satisfied with our investment. We are strengthening our position in Eastern Europe and Russia but also want to develop new business in Western Europe. We have also decided to bring back into Electrometer El Sewedy within the near future the ZPA production currently subcontracted to China.



“The integration of ZPA Smart Energy into our group was problem-free since we speak the same technical language and belong to the same industrial world”

Khaled F. Homssy
Executive Commercial Director
of Electrometer El Sewedy



⇒ Energie del sole was established in Tunisia in 2007.

⇒ Following its achievements in thermal and solar energy, EDS plans to start up in Italy in the photovoltaic and biomass sectors.

The Tunisian company Energie del sole exports its expertise in renewable energy to Italy



www.energiedelsole.com

Energie del sole (EDS) was set up in Sousse in Tunisia in 2007 with Italian capital. We are specialists in the manufacture of solar water heaters, a sector showing strong growth in Tunisia thanks to the government loans to private individuals to promote the use of renewable energy, particularly photovoltaic installations.

In 2008, we won the contract for the first photovoltaic installation connected to the low-voltage network in Tunisia in the town of Hammam Sousse for the national energy company ANME (Agence nationale pour la maîtrise de l'énergie) and also carried out the pilot project for a photovoltaic water pumping station to operate a well to serve the regional agricultural centre of Kairouan. Another photovoltaic unit has recently been installed at the central agency of the Tunisian electricity and gas company STEG (Société tunisienne de l'électricité et du gaz) in Tunis and will soon be followed by a unit at the wind power station at Metline.

Since 2010, EDS has begun producing for export to the other countries of the Maghreb (Algeria, Morocco, Libya) but also to Italy. This success is the result of an intense research programme which has enabled us to improve our products through innovation, as reflected in the registration of four patents in Italy.

In 2011, we are keen to go even further. EDS is taking a 25% stake in the capital of a new company in Italy, Dentro il sole S.p.A. We will be supplying this company with our equipment produced in Tunisia (thermal and solar water heaters, and subsequently photovoltaic equipment).

Italy is a growing market and we are going to take advantage of the government subsidies for renewable energy there, just as we did at the start in Tunisia.

Our new development strategy will enable EDS to improve its trading position in Europe and above all to make available to the Maghreb markets the technological innovations adopted by the most advanced countries in the field of renewable sources of energy.



Ottaviano Mattavelli
CEO of Energie del sole

"Our position at the heart of the Euro-Mediterranean region enables us to take advantage both of the economic development of the countries of the southern shore and of the applied technology of the countries of the northern shore of the Mediterranean"

© Energie del sole



The Spanish group Fuenso is taking advantage of the Mediterranean region's potential to develop its hotels in Lebanon and Syria

- ⇒ The "Hospes Infinite Places" brand was launched on 3 January 2000.
- ⇒ The Fuenso group has nine hotels in Spain and France, and 520 employees.
- ⇒ It is developing five new establishments in Lebanon and Syria.



www.fuenso.com

The Hospes Infinite Places brand is an innovative concept created by the Fuenso group. Since January 2000, we have been using this brand to develop hotels providing all the facilities needed to ensure the well-being of our clients and enable them to get back into shape. These hotels meet high architectural standards and are situated in ideal locations. They are equipped to offer our guests a genuine experience of relaxation and personal development. Our establishments have "Spa & Sensations" areas to provide wellness programmes based on treatments such as oriental massage and using natural cosmetic products. We first developed our brand in Spain and France, in nine hotels, and then naturally sought to employ our know-how beyond Europe. This led us to take on new hotel, spa and residential projects in Lebanon and Syria. We currently have five establishments being developed in these countries, including two prestigious projects in Beirut: the

"Wellbeing Building", in partnership with the well-known architect Peter Marino, and the Grand Hôtel Théâtre, in collaboration with the renowned designer Anoushka Hempel and celebrated architect Richard Rogers.

This growth in the Southern Mediterranean is extremely important for us as this area has a potential particularly suited to the characteristics of our establishments. Indeed, we received a number of proposals before embarking on these projects in Lebanon and Syria.

While developing these five establishments we have learnt just how important it is to take account of the local culture in order to derive the optimum value added from our services and products. This experience will help us in the years to come to launch new projects to consolidate the presence of the Fuenso group in the Middle East.



"Understanding and respecting the local culture of the countries in which we are established is a prerequisite for increasing the value added of the services and products we offer"

Antonio Pérez Navarro
Adviser for Hospes Infinite Places, Fuenso group



- ⇒ INA is a Croatian oil and gas company founded in 1964. It is involved in the exploration/production, refining, marketing and retail sale of petroleum products.
- ⇒ Daily production exceeds 60 000 barrels in several countries.
- ⇒ From two refineries, with a total capacity of some 6.7 million tonnes per year, INA supplies over 400 of its own service stations in Croatia.
- ⇒ During the last year, INA recorded a gross operating surplus (EBITDA) of almost EUR 700 million and operating profit of almost EUR 300 million.

The Croatian company INA is working closely with Syria in the petroleum sector



www.ina.hr

INA is a Croatian company with international operations. It is very active in the oil and gas sector in the Mediterranean area. For over ten years now we have been investing in particular in oil and gas fields in Syria.

The investments we have made in recent years demonstrate our faith in the immense potential of Syria and the surrounding region. Since 1998 we have invested about EUR 750 million in oil and gas exploration in Syria, and six finds of oil and gas deposits have been made in the Hayan block, a block being a government-designated area for an industry operator, authorising it to carry out underground exploration to discover oil or gas deposits.

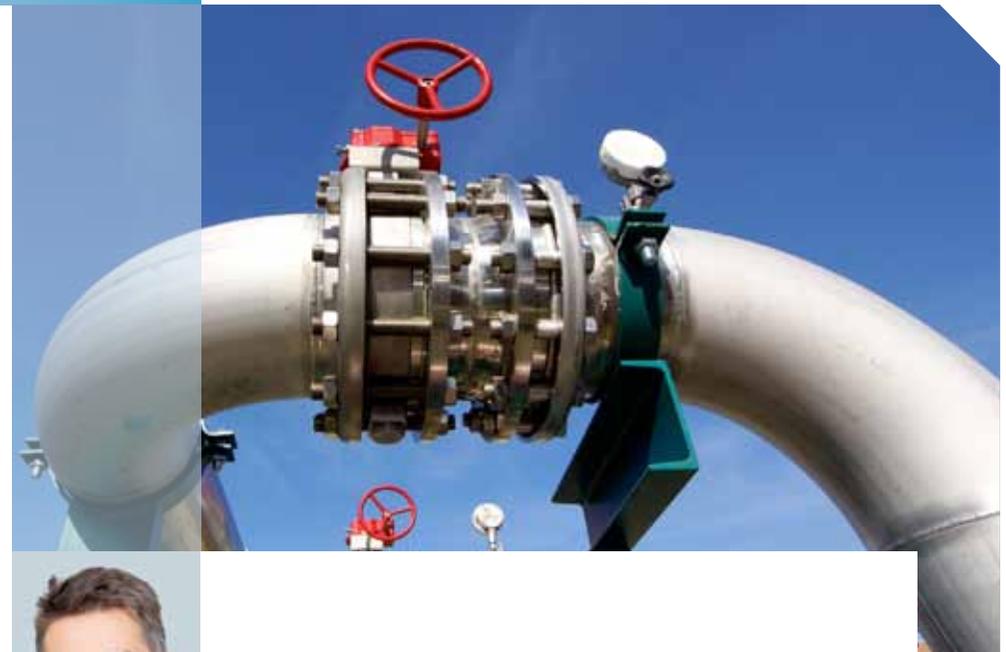
Production of natural gas, crude oil and condensates began in 2005. The oil operation is run by the Hayan Petroleum Company, a joint venture between INA and the Syrian Petroleum Company.

We have completed phase 2 of the Jihar gas project, involving the exploitation of the Jihar and Jazal oil and gas fields and the Mazrur field, while the production of natural gas from condensates is under way in Palmyra and Mustadira, two gas fields connected to Syria's Arak gas processing plant.

Phase 3 of the Jihar project, not far from Palmyra, involves the construction of a gas processing plant, which will without doubt be the largest technological investment in Syria's entire history. The plant will enter into service in 2011 after the testing is completed, enabling INA to increase its production significantly in the coming years (made up of oil, gas, condensate and LPG). Our partnership will also improve the country's security of supply.

We also signed in 2004 an agreement covering exploitation of the Aphia block, which is wholly owned by us.

INA manages operations in Syria, Angola and Egypt, as well as Croatia, where onshore and offshore production is under way.



“We have invested about EUR 750 million in oil and gas exploration in Syria”

Zoltán Áldott
President of INA's Management Board



Interact Egypt reaches out to the emerging markets on the southern shore of the Mediterranean

- ⇒ A 2009 turnover of EUR 4 million for Interact SpA and of EUR 200 000 for Interact Egypt.
- ⇒ 43 employees, including seven in the Interact Egypt subsidiary.
- ⇒ The headquarters of the group is in Rome, with two sub-offices in Naples and Catanzaro (in the South of Italy); the headquarters of the Egyptian subsidiary is in Nasr City, on the outskirts of Cairo.



www.interact.it

Since its creation in Rome in 1995, Interact SpA has been surfing the crest of the internet wave. From designing websites to formulating online marketing strategies, our company has established itself as a key player in the new telecommunications universe.

As the media landscape changes with the emergence of social networking (Facebook, Twitter, LinkedIn, etc.), Interact is developing tools that enable firms to optimise their image with their customers, who are very familiar with the new mobile telecommunications media (Smartphones, tablets, notebooks, etc.).

Our company has decided to export this expertise to the southern shore of the Mediterranean. In 2005, it entered the Egyptian market via a partnership with Orascom Telecom, the local telephone operator, which has since acquired its Italian counterpart Wind Telecom. This base in Egypt then enabled us to extend our presence into the neighbouring markets of the Maghreb (Algeria and Tunisia) and to Pakistan, where we have won the confidence of prestigious clients such as Djazzy

and Tunisiana, the Algerian and Tunisian telephone operators, and Mobilink, the Pakistani mobile operator.

In July 2009, we strengthened our presence with the creation of Interact Egypt, a subsidiary based in Nasr City, on the outskirts of Cairo. This subsidiary is the bridgehead of our strategy to conquer the markets of the southern shore of the Mediterranean and the Middle East. It recently entered into a partnership with the Egyptian Ministry of Communications and Information Technology (MCIT) and the e-Learning Competence Center (ELCC), the national body responsible for promoting online training. Under this agreement, Interact is to lead a series of training sessions for Egyptian business leaders to help them master the language of the major web-based social networks.

During 2011 Interact, which invests almost 30% of its turnover (EUR 4.2 million in 2009) in research and development, intends to strengthen its Mediterranean base in order to take advantage of the dynamism of the emerging markets on the Mediterranean's southern shore.



“Interact Egypt is the bridgehead for our development strategy in the emerging markets of North Africa and the Middle East”

Andrea Volpini
Co-founder of Interact SpA, General Manager
of Interact Egypt



For the Moroccan company Involys, Tunisia constitutes a natural base

- ⇒ Specialising in the development of management software, Involys was established in Morocco in 1986.
- ⇒ 20 years later, the company was listed on the Casablanca stock exchange.
- ⇒ In 2009, Involys recorded a turnover of EUR 3.36 billion, with average growth of 30% over the last four years. It currently employs 110 people, of whom 85% are engineers and consultants.



www.involys.com

Involys has developed highly innovative solutions for across-the-board real estate and asset management, integrated budget management and computerised decision-making systems. The company was set up 25 years ago and today has big regional ambitions.

We are a pioneer in the IT sector in Morocco and today are a leader in our field. We have been able to attract the interest of public and private bodies, both nationally and internationally, in sectors as diverse as the administration, ministries, public services, banking and insurance, real estate, industry and services.

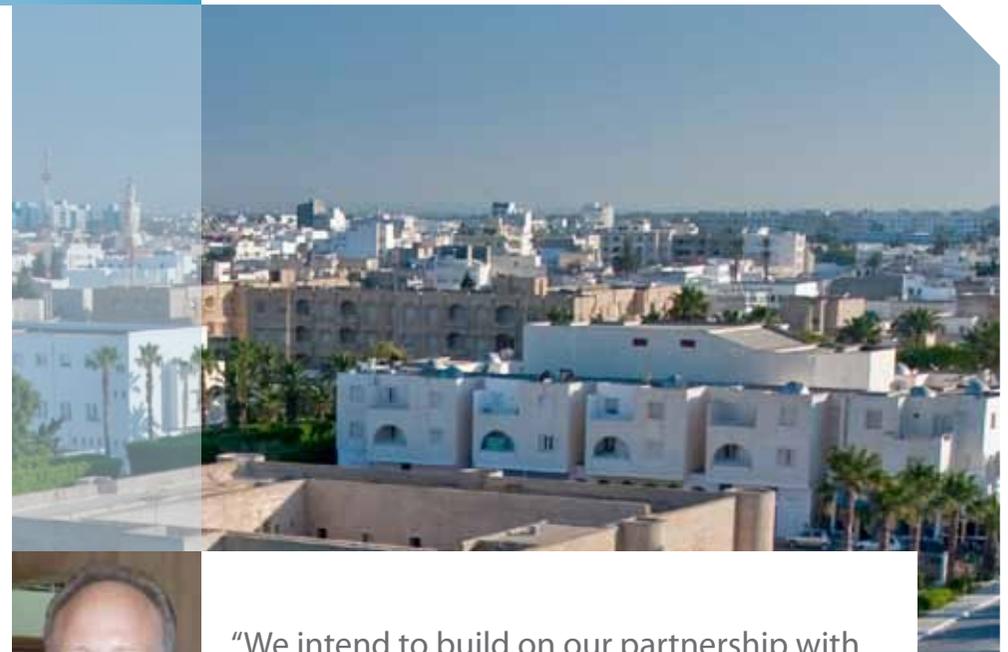
On the strength of our experience with major international clients, it was quite logical for us to turn to the African markets, including that of Tunisia, a market with great potential whose economic model is fairly close to that of Morocco.

With regard to Tunisia, having worked directly since 2005 on major projects (Délice Danone, Leno, Virgin, etc.), we approached a key partner, the Boudjebel Vacpa group, with which we set up the joint venture Involys Tunisia in 2010.

In addition to the local market we gave Involys Tunisia the task of expanding throughout the region.

We intend to build on our achievements to extend our presence in North Africa and sub-Saharan Africa. The signing of our latest contracts in Senegal with CBAO Bank and in Togo with Port autonome de Lomé are a source of great satisfaction to us.

For us Tunisia – particularly in view of the big changes that have taken place there – is a natural market for rolling out projects to modernise and support the country's new governance structures. It is also a platform from which to penetrate neighbouring markets in which our Tunisian partner has built up networks of contacts through its other activities.



“We intend to build on our partnership with a Tunisian group to expand our presence in Africa”

Bachir Rachdi
Managing Director and co-founder of Involys



The expertise of the Jordanian firm ISLA reaches as far as the Occupied Palestinian Territories

- ⇒ Based in Amman, ISLA is an independent undertaking, specialising in the assessment and handling of claims, for both insurance companies and the major international specialists in this area.
- ⇒ The company is also part of Lloyd's worldwide network of approved agents, which comprises 680 agents based in 175 countries.



www.isandla.com

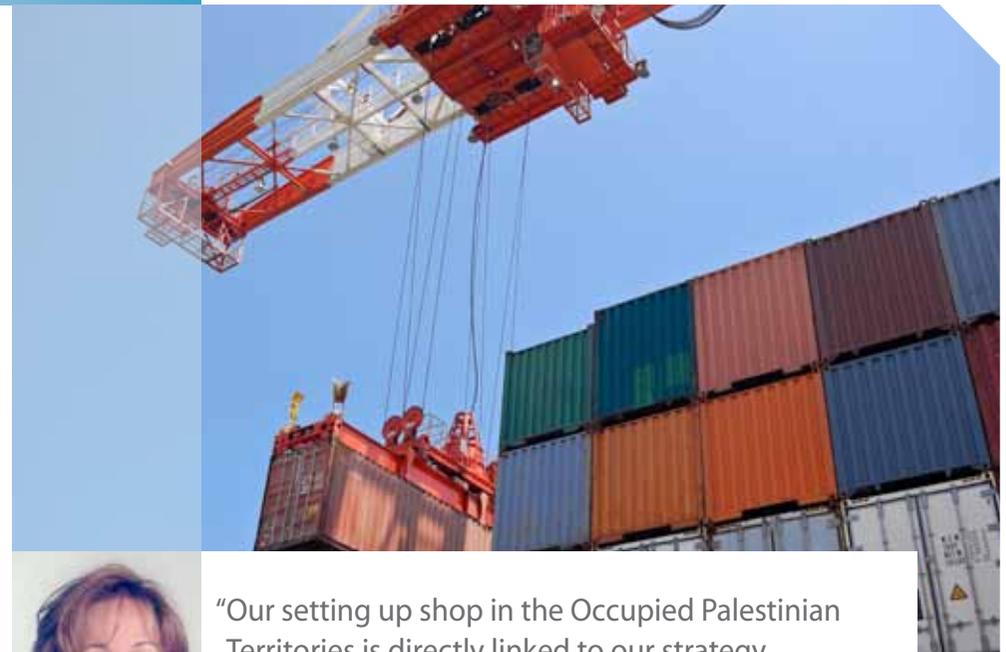
Set up in Jordan in 1960, ISLA (International Surveyors & Loss Adjusters) specialises in surveying and assessing losses across the whole of the Eastern Mediterranean region. Even though a large part of our business is concerned with land and maritime transport (surveying and inspection of ships and cargoes, etc.), we cover a very wide field and also operate as an insurance consultant, in the verification of claims for health problems or for salvage operations and the recovery of goods and merchandise following accidents.

We are also approved agents of Lloyd's for Jordan, and since 1 July 2004, Baghdad, from the 32nd parallel up to the north of Iraq. This role has led us to become involved in complex situations to ensure the safety of the transport of freight on roads and in towns in Iraq.

This experience certainly helped to facilitate our establishment in 2009 in Ramallah, in the Occupied Palestinian Territories. We were then and still are today the only undertaking in our field of activity with a presence in these territories. Our local subsidiary deals with marine and non-marine surveys and with loss assessment. It also represents Lloyd's and all the other major international insurance companies represented by ISLA.

Setting up a base in the Occupied Palestinian Territories was fairly easy, at least as regards the company registration formalities. But the most difficult part was to obtain a visa to enter the zone, for which we had to wait for almost six months. On the other hand, once on the spot, just like in Jordan, everyone knows one another and contacts are very easy.

Today we employ six people in Jordan, three in Iraq and one person in the Occupied Palestinian Territories.



"Our setting up shop in the Occupied Palestinian Territories is directly linked to our strategy of building a regional platform for claims management, and we are seeking to pursue our expansion in the neighbouring countries"

Rula Dababneh
General Manager of ISLA

Jordan, a vast market in the water sector for the Swedish company Sweco

- ⇒ Sweco, a stock exchange listed company, employs 5 400 consultants in 80 countries worldwide. These specialists operate in the environmental, infrastructure (roads, bridges) and architectural fields.
- ⇒ Sweco's Environment branch achieved a turnover of EUR 70 million in 2010, of which EUR 5 million was in the Middle East.



www.sweco.se

Sweco has contributed its expertise for the construction of the largest wastewater treatment plant in Jordan, in collaboration with Jordan's Water and Irrigation Ministry. We have also assisted Jordan by entering into a contract for a new supply system for drinking water pumped from an aquifer in the desert.

The issue of water is one of the central problems facing the countries of the Middle East and the Mediterranean. Creating water supply, drinking water networks, treating wastewater and irrigating crops – these are the new crucial challenges for the countries of the Mediterranean area.

Thousands of kilometres away in Sweden, Sweco took an interest in these new markets back in 1996, after taking its first steps in the Occupied Palestinian Territories. After that, things moved very quickly as the Swedish Government helped us by acting as intermediary to enable us to approach Jordan's Water and Irrigation Ministry for the construction of a wastewater treatment plant at As-Samra.

This EUR 125 million investment, financed by the United States and Suez Group, took three years to build. Inaugurated in 2006, the treatment plant plays a crucial role, enabling farmers to irrigate their crops with treated wastewater.

What is more, this plant is the cheapest in the world to run, as 90% of the electricity it needs is provided by the plant itself. It represents a great achievement for Jordan and is the country's first BOT (Build, Operate and Transfer) project, under which an operator designs, builds and manages the plant for a period of 25 years.

We are also involved in constructing a system supplying water from an aquifer in the desert. We have directed the project, which consists of drilling 55 wells in the desert, North East of Aqaba, and building a 325 km-long 1.6 m-diameter pipeline to Amman.

At a cost of EUR 700 million, this project has been co-financed by the Turkish group Gama, Jordan's Water and Irrigation Ministry and with bank loans. A BOT licence has been granted for 25 years. This drinking water conveyance system can supply 100 million m³ of water a year and thus meet 80% of the water needs of the inhabitants of Amman.



“A magnificent achievement for Jordan and the country's first BOT”

Hansen Flemming
Vice-President Middle East of Sweco



The Syrian company THIKAH and French company Nobatek hope to make their mark in the Middle East in the field of green building

- ⇒ A group of companies established in Aleppo in 1992, specialising in construction investment and development.
- ⇒ One of the most important Syrian companies in this field of activity, with 1 200 employees specialising in three areas: commercial, technical and engineering.
- ⇒ Leader in four areas: residential construction, commercial construction, the hotel sector and the textile industry.
- ⇒ Turnover of EUR 200 million in 2009.

www.thikah.com

THIKAH is one of the first developers authorised to build whole towns or urban areas in Syria. We were therefore keen to increase our expertise in the field of green building, especially as the Syrian authorities recently announced that new buildings must from now on comply with strict rules regarding insulation. Previously, there were partnerships that enabled us to enjoy support in this area in theory but we needed something more.

Around the Mediterranean, there is a lot of genuine expertise in this field. We wanted to take advantage of this practical experience to improve our own level of expertise more quickly. The So'Eco initiative (Eco-construction for social housing) was therefore a godsend for us. It enables us to take advantage of the expertise of the Nobatek technological resources centre, based in Anglet (France).

The objective of this partnership, which also involves the Syrian and French public authorities and universities, is to improve our expertise but also to spread green-building good practice in Syria. In practical terms, So'Eco provides for the exchange of engineers and researchers from our two organisations. We are also going to establish technical protocols that will enable us to work at a distance on joint projects using the same tools and processes.

In time we even envisage pursuing this partnership by establishing in Aleppo a THIKAH-Nobatek green-building technological resources centre, which could spread its message across the Middle East.

It is worth pointing out that such an association between a private Syrian undertaking and public bodies is unheard of in our country. We are not yet proposing to construct high environmental quality standard (HEQ) buildings in Syria, but this standard is our goal. There is no doubt that this public-private partnership will put us on the right road.

Even so this partnership does not only work one way: Nobatek will be working on specific case studies that will enable it to master the technique of bioclimatic architecture in historical centres, for example, or the development of green hotels. The company will thus gain international expertise that it will be able to put to good use in the various markets.

The value added of this project geared to the specific characteristics of the Mediterranean climate and construction practices is therefore self-evident.



Ahmad Sabbagh
Director of THIKAH

“We are not yet planning to construct high environmental quality standard buildings in Syria, but this standard is our objective, to be attained with the help of our partners”



It is 20 years now since the country's geostrategic position attracted the Dutch group TNT to Turkey

- ⇒ Based in Amsterdam, the group is present in 200 countries, with 159 663 employees. In 2009 turnover was EUR 10.4 billion.
- ⇒ Express deliveries account for over half of the group's business and are above all geared to the corporate market. However, in view of the development of e-commerce, the group is increasingly active in the business of deliveries to private individuals.
- ⇒ In Turkey, TNT employs 825 people and saw its 2010 turnover increase by 25%, while still remaining profitable.



www.tnt.com.tr

TNT, the Dutch delivery and distribution group, set up shop in Turkey back in 1988, when it established TNT Express to develop the express delivery of packages and documents. We were keen to take advantage of Turkey's strategic position as gateway to the Middle East and as a bridge between Asia and Europe. The extremely dynamic domestic market also offered great potential.

Our entry into this market was via a 100% investment by the parent company. At the time express delivery was still a very recent development and our sales force invested a lot of time promoting our business by targeting import-export firms.

These efforts have paid off. TNT Turkey now has 36 offices and 380 vehicles. In addition, Turkey now occupies an important position within the global air and road network of the TNT group.

In July 2010 we opened a distribution base at Sahiba Gökçen airport in Istanbul. This EUR 8 million investment enabled us to create 107 jobs. Turkey is an emerging economy and TNT is recording record growth rates there. The main sectors are textiles, the automobile industry, high tech and electronics.

This does not mean that everything is simple. The foreign investment rules are somewhat bureaucratic and the application documents can also be long and complicated to draw up at the start. However, the Government is trying to simplify the procedures. The human resources are of good quality and 60% of the population is less than 21 years old. Even so the training system still needs to be improved.

Our main airfreight destinations, both for exports and imports, are Germany, France, Italy, the United Kingdom and China. Business has recovered well following the crisis. Deliveries to China – up 40% over one year – now take the lead and those to Egypt, Saudi Arabia and the United Arab Emirates have increased by 10%.



“There are many opportunities in Turkey for global firms such as ours and we intend to pursue our strategic investments locally”

Turgut Yildiz
General Manager of TNT Turkey

Water treatment: the Belgian company Waterleau gets valuable help from its local partners to support its development in Morocco

- ⇒ Waterleau (the name combines the Dutch and French words for water) was formed in Leuven, Belgium by five engineers including Luc Vriens, the CEO.
- ⇒ The company has been expanding since 2005 by buying subsidiaries of groups specialising in water treatment. Its turnover in 2010 was EUR 70 million and it employs 285 staff.



www.waterleau.com

The Belgian wastewater treatment market is a limited one and our company is obliged to expand abroad. Waterleau has therefore set up shop in China, Brasil, India, etc., while always following the same rule: work with local partners, put down roots in the host country and take a long-term view.

Accordingly, when our company was selected in 2008 by the Marrakech water and electricity distribution authority Radeema (Régie autonome de distribution d'eau et d'électricité de Marrakech), we turned to the Moroccan company Sotradema. We allocated part of the civil engineering works to this Agadir-based company and were thus able to take advantage of its experience in this area. This valuable assistance also helped us to learn how to work together on a very worthwhile project: the construction and management for ten years of a wastewater treatment plant for the 1.1 million inhabitants of Marrakech. We also envisage a secondary and tertiary use for the water for watering parks and golf courses. As a result of the digestion of the sludge, the installations will be able to generate electricity and thus meet 50% of the electricity needs of the wastewater treatment plant.

Under this project we are creating local jobs, demonstrating our desire to work in Morocco.

We are pleased with our partnership with Sotradema, which is why we are again involving this company in the contract which we have just won in Fez with the water and electricity distribution authority of that city, Radeef (Régie autonome de distribution d'eau et d'électricité de la ville de Fès). The challenge here is to clean up Oued Sebou, a watercourse suffering from industrial pollution. The plant should enter into operation in late 2012 or early 2013.

The trust that these water authorities have placed in our know-how and the interest generated in Morocco by our policy of involving local companies justify our great hopes for our company in this country. We are also looking for business in Algeria and Tunisia and we have an office in Cairo in which 20 engineers are working.



Anissa Temsamani
Vice-President
International Relations and Public Affairs of Waterleau

“By creating local jobs we demonstrate that we are motivated to work in a country, as is the case in Morocco”

The partner organisations



The European Commission's Directorate-General for Enterprise and Industry

The mission of the European Commission's Directorate-General for Enterprise and Industry is to promote the sustainable competitiveness of EU enterprises and industries.

In line with the Europe 2020 strategy's aims of smart and sustainable growth, DG Enterprise and Industry has set out five general objectives for its work: to strengthen the competitiveness of Europe's industrial base and promote the transition to a low-carbon economy; to promote innovation as a means of generating new sources of growth and meeting society's needs; to encourage the creation and growth of SMEs and promote a new entrepreneurial culture; to ensure an open internal market for goods; and to support the European presence in space.

www.ec.europa.eu/enterprise



EuropeAid Development and Cooperation Directorate-General

The EuropeAid Development and Cooperation Directorate-General manages EU external aid programmes and ensures that development assistance is delivered worldwide. EuropeAid's main mission is to implement the Commission's external aid instruments, which are funded by the Union's budget and the European Development Fund. To ensure coherence, complementarity and coordination in implementing external assistance programmes worldwide, EuropeAid works in close collaboration with its various partners. The overall aim is to make external aid more effective.

www.ec.europa.eu/europaid



European Investment Bank

The European Investment Bank was established by the Treaty of Rome in 1958 as the European Union's long-term financing institution. Its remit is to help meet the objectives of the European Union; accordingly the EIB continuously adapts its activities as the policies of the EU evolve. In the Mediterranean region the EIB operates through its Facility for Euro-Mediterranean Investment and Partnership (FEMIP). Its main two objectives are support for the private sector and the creation of an investment-friendly environment by means of efficient infrastructure and appropriate financial systems.

www.eib.org/femip



Invest In Med

The Invest in Med programme aims at developing sustainable trade relationships, investments and enterprise partnerships between the two rims of the Mediterranean. It is funded at 75% by the European Union over the 2008-2011 period and supported by the Provence-Alpes-Côte d'Azur Region, the city of Marseille and Euroméditerranée. The programme is implemented by the MedAlliance consortium, which associates economic development organisations (ANIMA, leader of the programme), CCLs (ASCAME, EUROCHAMBRES), and business federations (BUSINESSMED). The members of these networks, as well as their special partners (UNIDO, GTZ, EPA Euroméditerranée, World Bank, etc.), gather a thousand of economic actors - mobilised through pilot initiatives centered on key Mediterranean promising niches. Each year, a hundred operations associate the 27 countries of the European Union and nine Mediterranean partner countries: Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestinian Authority, Syria and Tunisia.

www.invest-in-med.eu



ANIMA Investment Network

ANIMA Investment Network is a multi-country platform supporting the economic development of the Mediterranean. The network gathers around 80 governmental agencies and international networks. The objective of ANIMA is to contribute to a better investment and business climate and to the growth of capital flows into the Mediterranean region.

www.anima.coop



ASCAME

ASCAME (Association of Mediterranean Chambers of Commerce and Industry) was formed the 1st of October, 1982 in Barcelona.

The Association gathers more than 200 Chambers and other similar institutions from 23 Mediterranean countries.

Its goals are the following ones:

1. Promoting international economic cooperation through a network of Chambers of Commerce and other similar institutions with the objective of coordinating, implementing and promoting studies and joint actions, aimed at facilitating the economic exchange between the countries of the Mediterranean region. Its role has been acknowledged by leading European and international institutions.
2. Developing and reinforcing synergies between the economies of the countries of the Mediterranean region, mainly by supporting Mediterranean SMEs.
3. Emphasizing the Mediterranean identity, in order to improve its perception as well as assuring its positioning on the global market.
4. Contributing to the creation of an area of peace, tolerance, security and prosperity.

www.ascame.org

The partner organisations



BUSINESSMED

The Union of Mediterranean Confederations of Enterprises (BUSINESSMED) is a regional professional organisation created thanks to the will, determination and militancy of the federations' presidents of the 12 members and which aims at accelerating the integration and the social and economic development in the region.

BUSINESSMED headquarters, based in Tunis since its creation in January 2004, ensures a permanent contact with the federations of the 12 Mediterranean Partner Countries that it represents. BUSINESSMED main objective is economic integration within Europe and World economy.

www.businessmed-med.com



EUROCHAMBRES

EUROCHAMBRES is the Association of European Chambers of Commerce and Industry and forms one of the key pillars of business representation to the European institutions.

EUROCHAMBRES voices the interests of over 20 million member enterprises in 45 European countries through a network of 2 000 regional and local Chambers represented by 45 national and two transnational organisations. More than 90 % of these enterprises are Small or Medium Enterprises.

EUROCHAMBRES is the sole European body that serves the interests of every sector and every size of European business - due to the multi sectoral membership of Chambers - and is the only one so close to business, as a result of the Chambers' regional focus.

www.eurochambres.eu

EUROPE DIRECT is a service to help you find answers to your questions about the European Union

Freephone number (*):
00 800 6 7 8 9 10 11

*Certain mobile telephone operators do not allow access to 00800 numbers or may charge for these calls. Reproduction autorisée moyennant mention de la source.



© European Investment Bank, 2011

Reproduction is authorised provided the source is acknowledged.

Acknowledgements

The publication of this brochure was coordinated by the European Investment Bank (Guido Clary), the European Commission's Directorate-General for Enterprise and Industry (Marie Corman) and the Invest In Med Programme (Émilie Godard and Emmanuel Noutary, ANIMA Investment Network).

The conception (identifying and collating the contributions, titles and choice of illustrations) was the work of ANIMA Investment Network with the contribution of PROMOS, the Milan Chamber of Commerce's Agency for Internationalisation. However, the real authors of this publication are the business leaders themselves, to whom the partner organisations extend their warmest thanks.

The layout has been prepared by the European Investment Bank's Communication Department; The photographs were supplied by the relevant firms, the EIB and ANIMA Investment Network.

The EIB's Linguistic Services Division was responsible for translating and editing the texts and for proof-reading.

The European Investment Bank also financed the printing of this publication.

Legal Notice

The information and opinions expressed in this brochure are those of the authors alone and do not necessarily reflect the official position of the European Union. Neither the institutions and organs of the European Union nor any person acting on their behalf can be held responsible for any use that may be made of the information provided.

ANIMA Investment Network and Invest in Med have used in good faith the contributions received from the participating firms. They cannot be held responsible if any errors or inaccuracies appear in this brochure. We would be grateful if any inaccuracy could be notified to info@anima.coop. Any requests for information can also be forwarded to the partners in the countries concerned via the same e-mail address.

A large amount of information concerning the European Union is available on the Internet (europa.eu; www.eib.org). Information on the ANIMA Mediterranean Investment Project Observatory (MIPO) is also available on the net (www.anima.coop).



The first edition « Boosting business in the Mediterranean – Entrepreneurs' success stories », published in 2009, is still available from the European Commission, ANIMA Investment Network or the European Investment Bank.

Investing and forming business partnerships across the Mediterranean

This is the choice made by entrepreneurs and these are their stories. Read about their experiences in this brochure which has been produced in English and French and widely distributed.

These successful initiatives emphasise **the huge potential of the Euro-Mediterranean region**, which has always been a crucible of trade, entrepreneurship and innovation and is destined to be an area of shared prosperity.

The stories can also be viewed on the websites of the organisations that collected them, which also contain other useful information:

- ⇒ European Investment Bank : www.eib.org/femip
- ⇒ European Commission : <http://ec.europa.eu>
- ⇒ Invest in Med programme : www.invest-in-med.eu
- ⇒ ANIMA network : www.anima.coop

Finally, this brochure will also be distributed in the form of individual factsheets at numerous Euro-Mediterranean business meetings organised by Invest in Med.

