Boosting business in the Mediterranean

Entrepreneurs' success stories

European Commission

European Investment Bank

INVEST in med

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Europe: the Mediterranean is your chance!

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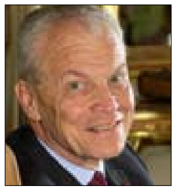


In the context of the global crisis, the Mediterranean partner countries present a credible proposal for European businesses: both as a solvent growth buffer and in terms of competitive production costs, supported by resilient domestic consumption and often unsatisfied social needs. Of course, the Mediterranean countries are not spared a certain slowdown, accompanied in certain sectors by large job losses. The majority of the sectors subjected to external demand, the foremost of which being automobile sub-contracting and the textiles sector, are experiencing air pockets. Tourism also, very much linked to European demand, is showing signs of a loss of steam. However, several sectors continue to make progress with exports, for instance the outsourcing of support functions – computer services, customer relations management, etc. And the opportunities are huge, from agrifood, logistics or distribution to R&D or greentechs.

In a post-crisis world economy which will favour sustainable approaches, the Mediterranean partner countries have the assets to take their place both as a production base for Europe and as a laboratory of the future on certain questions of universal interest – notably, the management of water, cities or energy. Most countries of the region have today committed to important reforms so that their economies evolve towards a greater opening-up to private enterprise. And the future of several sectors in the European Union relies on Southern partners – joint production units, new regional branches or headquarters, commercial agreements, foreign investment, technology partnerships, etc.

Our MedAlliance consortium[1], a broad alliance of Euro-Med pro-business forces jointly implementing the Invest in Med programme, urges European blue chips, SMEs and even start-ups to exploit these opportunities. By doing so, the imperfect Euro-Med business puzzle will be re-arranged into a new joint development model to the benefit of all. Through industrial initiatives and promotion operations, the MedAlliance will use all its means and leverage to enhance business integration and synergies between North and South, or within the South itself.

Prepared by ANIMA in cooperation with the European Commission and the European Investment Bank, this brochure shows that this Euro-Mediterranean industrial integration is not a dream. It is an ongoing reality. Many EU entrepreneurs testify about their interest and successes in investing southwards. Some of them come from the Mediterranean diaspora. Too few are women or young entrepreneurs. But this is changing, rapidly. And several are investing the other way round, creating value and jobs in Europe from their base in Cairo, Beirut or Casablanca. Europeans: the Mediterranean is your chance!

1 The MedAlliance consortium brings together ANIMA, BusinessMed, EUROCHAMBRES and ASCAME, as well as special partners (UNIDO, GTZ and Euroméditerranée) and associate partners (World Bank, ICE, Tûbisad). It is open to new participants.

At the heart of the construction of the Euro-Mediterranean area: entrepreneurs

At the origin of this publication was a strategic idea: to promote investment in the Mediterranean region by allowing entrepreneurs that have successfully invested in the partner countries to tell their stories. This idea is based on the realisation that the Euro-Mediterranean area will not be built solely at the political and institutional level but by the businessmen and women that experience it on a daily basis. We think it is important to highlight this fact to a greater degree.

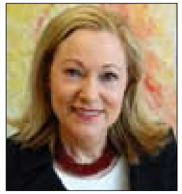
We are convinced that the future of the European Union and the neighbour countries, including the Mediterranean partners, partly depends on the creation of a comprehensive free-trade zone. But trade and investment flows between the Union and the Mediterranean countries are still relatively limited compared to those of other regional groupings. One of the goals of the European Neighbourhood Policy towards the Mediterranean is precisely to give a fresh boost to these economic ties to enable them to reach their full development potential.

This collection of testimonies, put together in partnership with the 'Invest in Med' consortium, is one of the fruits of this close cooperation. The stories in the collection were chosen from among hundreds with a view to reflecting the variety of both the economic sectors involved and the companies set up or established in the partner countries. As far as the geographical breakdown is concerned, we were keen to ensure the broadest possible representation of the countries of the Union for the Mediterranean. Lastly, even if our intention was to present a collection of success stories, we did not wish to conceal the difficulties possibly faced by some entrepreneurs. Rather, we sought to show objectively the reality of investing in the partner countries while at the same time underlining the scope for progress, especially in terms of improving the business climate.

In these times of economic uncertainty, cooperation between Europe and the Mediterranean is more important than ever. The creation of the Union for the Mediterranean constitutes a new step in our relations. With a population of around 750 million, the Euro-Mediterranean market could better stand up to competition from other major emerging markets. But it is vital to deepen and strengthen that market by effectively implementing our policy, including the European Neighbourhood Policy and the Union for the Mediterranean.

The experiences of entrepreneurs presented in this publication demonstrate that the Euro-Mediterranean area is an incontrovertible economic, social and human reality that is being built piece-by-piece and that possesses immense potential. We feel sure that it is time to fully unleash that potential.

Vice-President
of the European Commission
Günter Verheugen



Commissioner for
External Relations and European
Neighbourhood Policy
Benita Ferrero-Waldner

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

GEODIS

- Founded in 1995 and a subsidiary of SNCF, Geodis is a global player in logistics and international flow management.
- Geodis specialises in logistics, distribution, express delivery, road haulage of full and part loads, air and sea freight.
- Its international network covers 120 countries worldwide.
- With 27 000 employees, Geodis had a turnover of EUR 5.2 billion in 2008.

www.geodis.com

Geodis Group aims to turn Tanger Med into a global logistics hub

Geodis is a European logistics group with a global network. Through its ability to manage all or part of the supply chain (flow management, air and sea freight, distribution/ express delivery, contract logistics, haulage of full and part loads), Geodis assists its customers with their strategic, geographical and technological development by proposing solutions tailored to the challenges of optimising their physical and information flows.

We have been operating in the Maghreb since 1987, originally specialising in regular full-load road haulage from Europe (RO-RO) and air and sea groupage from the main European ports and airports.

Thanks to its in-depth knowledge of local markets and cultures, Geodis is now one of the leading international logistics players, especially in Morocco and Tunisia, and is developing major projects in Algeria and Libya.

In Morocco, Geodis operates a number of sites (Casablanca, Ain Sebaa, Tanger) comprising nearly 40 000 m² of warehouse space. With a workforce of 200, Geodis Maroc carries out a wide range of supply chain and logistics management operations for its customers, providing diverse and complementary services such as inventory management and order preparation as well as value added services such as product control, customisation, kitting, assembly and bonded warehousing.

Because it is established in the Tanger Med free port, Geodis is able to offer the corresponding tax advantages to its customers – the generators of intercontinental flows. Tanger Med is ideally situated between the Mediterranean Sea and the Atlantic Ocean, making it a multimodal strategic hub equipped with state-of-the art infrastructure.

Through its international road, air and sea freight operations, Geodis gives local industries preferential access to the Group's global network covering five continents. At the same time, it provides exporters throughout the world with an advanced distribution platform in the Maghreb from which to target the markets of Africa and Southern Europe.

Jean-Louis Demeulenaere

Deputy CEO

Geodis Group

"The Tanger Med free port is a key element of our global supply chain optimisation and management offer to our customers."

Language skills and cultural affinity: Germany's SQS Group firmly counts on Egypt

- SQS was founded in 1982 in Cologne, Germany. The company now employs around 1 500 people in 14 countries, with the largest subsidiaries in Germany and Great Britain.
- SQS is a large independent provider of software testing and quality management services. The SQS Group achieved revenues of nearly EUR 143 million in 2008.
- With more than 5 000 successfully completed projects under its belt, SQS has a strong customer base, including half of the DAX 30 companies and 36 FTSE 100 companies.

www.sqs-group.com

Intelligent task-sharing between the client and outsourcing partner is a key component of all successful offshoring deals. Therefore, the fit between the two has to be right. Egypt has been the first choice for SQS Software Quality Systems in this respect since early 2008. The country has now created a small 'Silicon Valley' in Cairo for IT service providers, helping it to become one of the top ten offshore countries for IT services. This is thanks in part to the local IT personnel – in addition to Arabic and English, many of the young experts in Egypt achieve almost native command of another European language, usually German or French.

While our company's offshoring centres in South Africa and India principally deal with Anglo-Saxon and international customers, the focus of the services performed in Cairo is on domestic companies in Germany, Austria and Switzerland. Besides the language skills, the cultural affinity and time difference of just one hour also contribute to the close fit between SQS Egypt and its customers.

The SQS subsidiary in Cairo has experienced a successful and rapid start. By the end of its first business year in 2008, employee numbers had risen to 51, and in April 2009, this had increased to over 70. SQS is planning to increase this figure to approximately 100 by the end of 2009 in response to growing customer demand.

Customers whose software systems are currently being tested by a mix of onsite personnel and the team in Cairo include banks, insurance firms, aircraft manufacturers and telecommunications companies. It is SQS's intention to build on this know-how while investing in the industry expertise of its employees and infrastructure. To this end, in April 2009, SQS opened the 'Quality Tower', a new office complex in close proximity to the Egyptian IT and technology park.

The involvement in Egypt is part of SQS's policy of offering its customers mixed onsite/offshore models of the highest quality. Therefore, in keeping with this policy, the company is planning to increase its presence locally in Europe and offshore. Future expansion is also on the cards for the software testing services market as a whole. With offshore testing playing an increasingly prominent role, SQS expects its resources in Cairo to play a key part in contributing to its growth.

Rudolf van Megen

Chief Executive Officer

SQS Software Quality Systems

"With our centre in Cairo, we are securing and creating jobs both in Egypt and at home as it is SQS's policy to always employ at least 30% of its staff with customers in Europe. We are very proud of this win-win strategy!"

STONESOFT

Secure Information Flow

- An international company with its corporate headquarters in Helsinki, Finland and its American headquarters in Atlanta, Georgia.
- Stonesoft customers include enterprises with growing business needs requiring advanced network security and always-on business connectivity.
- 2008 turnover was EUR 24.4 million. Stonesoft has offices in 11 countries and currently employs 185 people.

www.stonesoft.com

Finland-based Stonesoft enters North African markets through Tunisia

Founded in Finland in 1990, Stonesoft Corporation is one of the leading network security solution providers. We established our Stonesoft Tunisia office in August 2003. We chose Tunisia because of its political stability, favourable economic situation and good relationship with Europe.

From the Tunisia office, we have expanded our operations into other North African countries such as Algeria, Morocco and Egypt. At the beginning, we worked intensively with Tunisie Telecom and Orascom Telecom Tunisia (Tunisiana) and the cooperation was very successful. At that time, North African countries were starting to develop their networking infrastructure and we realised that we could help them to create secure architecture for their critical networks from the outset.

Stonesoft has almost 20 years of experience dealing with the internet and network security across various types of services and industries. We are now offering our expertise to North African countries to help them avoid making the same mistakes and to help their people and organisations to use the internet safely and enjoy its benefits. One good example of this is internet banking.

The Nordic countries, especially Finland, have a history of more than 15 years of secure internet banking, gradually advancing from traditional banking activities to full-featured online banking. Of course, the adaptation of the new technology was difficult at first, but over the years we have been able to overcome all difficulties and secure internet banking is now the de facto way of doing business.

The same holds true for other commercial and governmental organisations and the technology can be applied in these areas as well. Finland and North Africa share the same challenge of providing, for example, the same standard of health care in rural areas where the population density is relatively low and where regional hospitals might lack highly specialised resources such as X-ray specialists for consultation.

The solution is based on the idea that specialised services to remote areas can be made available via secure internet connections. I look forward to seeing great improvements in these fields in the North African countries.

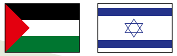
Ilkka Hiidenheimo

Chief Executive Officer

Stonesoft

"Let's bring the North African countries as active members into the global internet community, but let's do it safely. Stonesoft can offer the technology, but you have to make it happen!"

Palestinians and Israelis work together on cloud computing to the benefit of EU partners



G.ho.st (pronounced "ghost", an acronym of Global Hosted Operating SysTem) creates a true consumer cloud computing solution using inexpensive scalable Web technologies.

One of the most exciting technology trends of recent years is the move of consumer software onto the Web – email, photo albums and even word processors are now available as Web services. The G.ho.st Virtual Computer allows users to access their entire desktop, files and programmes from any internet browser or mobile phone free of charge and with absolutely no installation or administration! Adoption is helped by the increasing trend to use multiple devices such as PCs, netbooks and mobile phones. G.ho.st is leading the next generation of that trend by moving the entire operating system onto the Web. Behind the service lies some deep technological infrastructure for creating a Web desktop, single sign-on and a virtual Web file system.

G.ho.st is going to market direct to the consumer, notably via the channels of schools and internet service providers. Europeans are among the best partners of the new virtual computer and G.ho.st rapidly acquired excellent references in Europe (e.g. LeWeb3 Paris bronze medal, selected to be first presenter at Innovate!Europe conference, etc.).

G.ho.st is like a 'shopping mall' – it does not charge any entrance fee but will take advantage of its highly sticky traffic to get a substantial percentage of third-party service revenue including e-commerce, subscriptions and advertising.

The G.ho.st team is a unique Palestinian-Israeli collaboration. It aims to bring employment, skills and hope to a troubled area and to increase dialogue between Palestinians and Israelis. G.ho.st has launched a Peace Foundation which is donating IT equipment in underprivileged Palestinian and Israeli communities.

Zvi Schreiber

Founder & CEO
G.ho.st

Montasser Abdellatif

Market Communications Manager
G.ho.st

"G.ho.st is bringing Palestinians and Israelis together to deliver a consumer cloud computing technology which can be used free of charge by every human being in the world and on any device."

"G.ho.st is the real model for peace. We hope that this ambitious technology project can help to grow the Palestinian IT sector and that this sector can become one of the pillars of the Palestinian economy."

- A collaborative company with 30 professionals based in both Palestinian and Israeli cities.
- The G.ho.st Virtual Computer is live in 25 different languages.
- G.ho.st was founded in 2006 by Zvi Schreiber, a British-Israeli serial entrepreneur who holds a PhD in computer science and has mounted two previous successful IT ventures.
- G.ho.st is hosted entirely in the cloud, with the back-end being hosted on Amazon Web Services for maximum security and with an architecture which is scalable and cost-efficient. Monetisation will be via affiliate programmes.

http://G.ho.st

Zvi Schreiber

Montasser Abdellatif

- Jordan Telecom, the local subsidiary of Orange France Telecom, is a large employer in Jordan with around 2 500 employees.
- Net profit increased by 6.1% in 2008 compared to 2007 reaching EUR 106.4 million.
- 2.52 million customers (3.4% higher than at the end of 2007).
- Consolidated revenues for the Group edged up 0.9% in 2008 over 2007, reaching EUR 402.7 million compared to EUR 399.2 million.

www.orange.fr

Orange France Telecom uses Jordan as its regional R&D hub

It all started in 2000, when the France Telecom Group acquired a minority share and agreed to invest in the overall management of the then Jordan national telecom company.

Knowledge transfer then as now remains a key driver for France Telecom's investment in Jordan. With a constructive relationship secured with the Government of Jordan, France Telecom went on to acquire the majority shareholding of the company and we integrated all our fixed, mobile, internet and content activities under Jordan Telecom Group in 2006.

Milestones were coming thick and fast, as in 2007 we laid down another marker when we rebranded the Group's fixed, mobile, internet and content services by adopting the Orange brand. This turning point enabled us to capitalise on this globally renowned brand by consolidating all business units, products and services under the Orange umbrella.

One of our greatest commitments and benefits of the relationship with France Telecom has been the introduction of the Orange Labs in Jordan. This fruitful partnership provides a brilliant example of North-South technological cooperation and we are very proud of it. The newly opened centre brought together researchers, marketing specialists and network engineers with the aim of designing and marketing new products and services.

Ideally situated between the Mediterranean and the Gulf region, Orange Labs Jordan will serve as the principal access point for all Orange France Telecom affiliates in Africa, the Middle East and Asia – for R&D, software development, regional specifications, introduction of new technologies, etc. It is well placed to cater to the needs of these countries as it enjoys genuine ground-breaking services offering a short timeframe, best cost and top quality. It is also visible proof of regional cooperation beyond national borders.

At Orange Jordan, we pride ourselves on seeing possibilities before they become obvious. In order to expand and consolidate our presence in the Mediterranean region, a technology, media and telecommunications park is among our plans for the future.

The Group is also investing in an information security office with up-to-date processes to protect the data of Jordan's commercial sectors and general public, a commitment that we have affirmed to His Majesty King Abdullah II.

Mickael Ghossein

Chief Executive Officer

Orange Jordan (Jordan Telecom Group)

"I am delighted with Orange France Telecom's strong achievements in Jordan. The group is strongly committed to deepening its presence in the Kingdom to reach other emerging markets!"

Italy's Benetton reinforces its industrial presence in Tunisia

UNITED COLORS OF BENETTON.

- Over 150 million garments produced every year.
- A network of more than 6 200 contemporary stores around the world.
- A total turnover of over EUR 2 billion in 2008.
- The group's total number of employees exceeds 9 000.

www.benetton.com

Born in 1965, the Benetton Group is today present in 120 countries around the world. Its core business is fashion apparel: a group with a strong Italian character whose style, quality and passion are clearly seen in its brands.

The development of Benetton's commercial network, characterised by prestigious locations in historic and commercial centres and by the high level of customer services offered, has been supported by a major programme of investment worldwide. Tunisia was, and remains, a key element of our investment strategy.

Our group made the decision to begin manufacturing in the Tunisian industrial district in 1995, due to a series of encouraging factors, such as the specific skills of the country's textiles sector and the advantageous price-to-quality ratio of local labour, all within a context close to our own: both geographically and culturally.

In the medium to long term, other success factors have been Tunisia's social and economic stability, and a policy that is very open to foreign investment. In 2008, we invested over EUR 20 million in a new factory for manufacturing cotton-knit fabrics: the new 20 000 m^2 factory, based in the Sahline area, is able to produce 3.6 million kilos of local lines a year and ensure greater cost efficiency.

Our activity in the Kasserine area is a tangible example of how much this partnership with regional state institutes and private Tunisian enterprises has managed to achieve. In just one year, we have encouraged Tunisian business people to launch numerous manufacturing initiatives: there are now over 30 activities in the area, giving work to at least 3 000 people and producing 15 million garments by the end of 2008.

At present our Group generates employment in Tunisia, directly and indirectly, for approximately 10 000 people.

In the future, we plan to intensify our industrial and trade relations with Tunisia. This is a growth process on which we are keenly and optimistically focused and which also includes the commercial aspect, with over 10 Benetton shops now open in the country.

Alessandro Benetton

Executive Deputy Chairman

Benetton Group SpA

"Tunisia's proximity to Italy, where Benetton's logistics hubs are located, is in fact essential for a product that needs to move quickly from the order to the end customer in one of the 6 200 Benetton shops around the world."

- 28 subsidiaries (production facilities, commercial and distribution network). Commercial and sales presence in 45 countries around the globe.
- Annual extrusion capacity of 100 000 tons/year.
- The company's range of activities includes the production and trade of branded aluminium systems for architectural use, production of aluminium profiles for industrial or other use, production of aluminium fittings and hardware for fenestration systems, interior doors, aluminium composite panels, etc.

www.alumil.com

Greek Alumil looks South to boost its international presence

© EIB Graphic Workshop

Alumil Group is specialised in architectural aluminium systems. In collaboration with more than 500 large technical companies and prestigious architectural offices, Alumil has carried out several hundreds projects worldwide.

We have been operating in Jordan since 2004. This booming country is positioning itself as an important regional trading hub located at the heart of the Middle East. In partnership with respected architectural offices, Alumil has completed several high-standard property projects in this country, such as the Zara Centre in Amman. The Zara Centre is today one of the largest entertainment complexes in Jordan. The property sector is growing fast in Jordan, especially in the luxury hotel segment. Alumil has been selected to build the Kempinski Hotel Dead Sea, a prestigious complex which offers three luxurious enclaves set amidst gardens dotted with lagoons.

Alumil is also highly active in Egypt. This young and dynamic market offers many opportunities. Egypt's economy is quite diversified, with tourism, agriculture, industry and services contributing to national wealth. Legal reforms and huge domestic and foreign investments in the local infrastructure have also contributed to the booming of the Egyptian economy.

Despite the global slowdown, Egypt continues to appear as a land of opportunities for our company. This is why we have established a local production line, with a view to expanding our business activity locally, but also throughout the region.

With an investment of EUR 10 million, we have set up two local subsidiaries, Alumil Misr for Aluminium and Alumil Misr for Accessories.

Alumil has full confidence in the great potential of North Africa and the Middle East. That is the reason why we intend to keep looking towards the southern shore of the Mediterranean for our international expansion!

George Milonas
President and Managing Director
Alumil Group S.A.

Evaggelia Milona
Vice-President
Alumil Group S.A

> **"Alumil sees great opportunities in the South Mediterranean market. The Maghreb and Mashreq countries are strategic targets for us, both as customers, because of their resources and large investment plans, and as competitive production areas with affordable labour costs."**

The Maghreb's leading flexible packaging company gains a foothold in Europe

- A Tunisian flexible packaging group operating in North Africa and the Middle East with over 700 employees.
- Turnover of EUR 100 million in 2008.
- Production capacity of more than 40 000 tons a year.
- Flexible packaging market leader in Tunisia and Egypt.
- Seven industrial sites in Tunisia, Morocco, Algeria, Egypt and France.

www.altea-packaging.com

In 2005, we decided to position ourselves firmly on the flexible packaging market with a twofold objective: to become the undisputed leader in our sector in North Africa and the Middle East and a credible outsider in Europe, the biggest market on our doorstep. Events have unfolded very quickly.

In 2005, we began to increase our presence on the Tunisian market by taking over the sector's number two player. In 2007, we stepped up our presence on the North African market with the launch of our project to build a new packaging plant in Algeria, which will become operational in mid-2009.

Also in 2007, we decided to look further afield. That is why we acquired the French company Roland Emballages, based near Lille, which gives us a presence in the German, Benelux and UK markets.

After a number of successful years, Roland Emballages was running into a few economic problems and started losing substantial market share, particularly in the pet food packaging sector. Seeing its order book shrinking dangerously, which was jeopardising the long-term future of its jobs, Roland Emballages turned to Altea Packaging. We have already invested EUR 4 million at the plant and, far from slowing up, we have saved all the existing jobs. Today we are very optimistic about the future of this firm, which employs over 80 people; business is flourishing and we are anticipating a turnover of EUR 16 million in 2009.

Our South-South strategy was reinforced in 2008 with the takeover of the Moroccan firm Optima, one of Morocco's five biggest flexible packaging companies. We also completed the acquisition of Porta Egypt for Packaging Materials and its subsidiary Rotopack Misr, two first-rate Egyptian companies specialising in rotogravure print flexible packaging.

This Euro-Mediterranean positioning has paid off and we hope to double our turnover by 2012!

Slim Zeghal

Chief Executive Officer

Altea Packaging

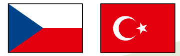
> **"Thanks to our Euro-Mediterranean positioning, Altea Packaging is now a prosperous industrial group rivalling leading regional and even international groups!"**

ZENTIVA

- A supplier of modern branded generic medicines in Central and Eastern Europe, Russia and Turkey.
- Zentiva had sales of EUR 687.6 million in 2008 and currently employs approximately 6 000 people.
- Zentiva is present in the Czech Republic, Turkey, Slovakia, Romania, Poland, Russia, Hungary, Ukraine and the Baltic States.
- Zentiva became part of the Sanofi-Aventis Group in March 2009.

www.zentiva.cz

Czech Zentiva enters the Turkish market and becomes a regional player



Zentiva is an international company which develops, manufactures and markets modern branded generic pharmaceutical products. By late 2006, we had become one of the largest suppliers of generic medicines in Central and Eastern Europe, having expanded through a combination of organic growth and acquisitions in Slovakia and Romania. We were therefore looking for opportunities to expand into other countries which offered the scope for significant growth.

Turkey was clearly an attractive market for Zentiva. This is due to its growing economy, its large population, its demographics and the fact that the primary care market in Turkey remained largely untapped. Our analysis showed us that Turkey could be a very important market for us, given the significant potential for Zentiva's modern branded generic products. It was clear that generic medicines could play a central role in providing improved healthcare to the Turkish population at a reasonable cost.

Zentiva entered the Turkish market when it acquired 75% of Eczacibasi Generic Pharmaceuticals (now renamed Eczacibasi Zentiva) in March 2007. Since we completed the acquisition in July 2007, we have made significant progress in developing our business in Turkey. We have worked hard at integrating Eczacibasi Zentiva into the overall Zentiva business. This acquisition instantly made Zentiva one of the leading generic pharmaceutical companies in Turkey. The acquisition provided us with a portfolio of marketed pharmaceutical products, an attractive development pipeline, a commercial team and two manufacturing facilities.

The scale of this acquisition, which was the largest ever in our history, showed how much potential we saw for our business in Turkey.

In 2008, Turkey was already the company's second largest market by sales.

We believe that Zentiva has a very strong business platform in Turkey – one that we are looking to leverage through a combination of adding more modern medicines to our product line up, increasing our commercial scale and growing the embryonic primary care market for modern pharmaceuticals. We have no doubt that there will be challenges ahead, but entering the Turkish market has been a major strategic success for Zentiva and one which is providing us with the opportunity to extend the reach of modern and affordable medicines for the benefit of a wider patient population now under our new parent Sanofi-Aventis.

Jiri Michal

Chief Executive Officer

Zentiva

"I am happy with the progress that we have made with our sizeable business in Turkey so far and I believe more than ever that our decision to enter this market was a very good one for Zentiva."

Danish BankInvest strongly believes in Egypt's pharmaceutical potential

- A large asset manager in the Nordic region.
- Nearly EUR 13 billion under management.
- Established in 2006 a EUR 62.3 million investment fund named Private Equity New Markets dedicated to entering into strategic partnerships in Egypt and other selected emerging markets.
- Established in 2008 a EUR 102 million fund with a similar purpose.
- Minapharm currently employs 600 people and recorded net sales revenue of EUR 45 million in 2008.

www.bankinvest.com

The BankInvest Group was founded in Denmark in 1969 and is one of the largest asset managers in Scandinavia. Our first investment in Egypt was in the pharmaceutical industry, a vital sector which, we are sure, has a bright future in the region.

Egypt is the largest producer and consumer of pharmaceuticals in the overall region in terms of volume. Although per capita consumption in Egypt is still relatively low, the young and growing population of over 79 million (almost 84 million in 2012!) is creating a large market for cost-effective pharmaceuticals.

At BankInvest, we know that pharmaceuticals have greatly improved health in emerging countries, but many people do not obtain even inexpensive pharmaceuticals and little, if any, pharmaceutical R&D is geared to the products needed by emerging countries, including Egypt. Committed to working in accordance with the United Nations Global Compact principles and Corporate Social Responsibility, we wanted to rebalance the situation in Egypt by investing in a local pharmaceutical producer sufficiently competitive to work hand-in-hand with European and US-based biotech companies.

Minapharm, a Cairo-based company, is among the leading prescription medicine companies in the Middle East. The company specialises in the manufacture and marketing of innovative pharmaceuticals and through its subsidiary Rhein-Minapharm Biogenetics, in the research, development and manufacturing of biopharmaceuticals.

Rhein-Minapharm Biogenetics first started manufacturing genetically engineered drugs as part of licensed technology transfer agreements with European partners and later established its own process R&D programme maintaining tight links within an integrated corporate and academic bio-alliance network via co-research in process and clinical development. In a specific, complex and multi-cultural research environment, German and Egyptian researchers interact in common pursuit of affordable innovation and regional leadership.

By acquiring a 10% stake, we helped to expand Minapharm's presence in Egypt and internationally. Minapharm has a distinctive strategy based on innovation in management, products and technologies. We are sure that this Danish-Egyptian partnership will sustain Minapharm's ability to make a regional contribution to the quality of life of many people in Egypt, but also in the region as a whole.

Hans Christian Jacobsen

Managing Partner

BankInvest – Private Equity New Markets

"I firmly believe in the strategic alliance sealed between BankInvest and Minapharm. Key to the success has been the state-of-the-art technologies and organisational intelligence where leadership, innovation and motivation are a core focus."

STORK® Fokker

- A specialist in electrical interconnection systems for aircraft and aircraft engines.
- Fokker Elmo holds a number two market position and owns factories in the Netherlands, China, Turkey and the USA.
- Fokker Elmo is part of Stork Aerospace. Stork Aerospace had a 2008 turnover of EUR 597 million and has 3 700 employees.

www.fokker.com

Dutch Fokker Elmo is confident about the future of Turkey's aerospace industry

Fokker Elmo is internationally recognised as a specialist in wiring and interconnection systems for aircraft and aircraft engines. The company is a strategic unit of Stork Aerospace of the Netherlands. Stork Aerospace supplies aircraft components and electrical systems to leading European and American aircraft builders in the civil, business, defence and space sectors. In Turkey, Fokker Elmo will be providing employment for hundreds of people as well as contributing to the economy of Turkey, with millions of euros of exports.

The Aegean Free Zone in Izmir has been chosen for our Turkish facility, because of the good conditions that have been created for international companies in terms of business development, labour, set-up time, and environment. Also the excellent cooperation with the Turkish authorities has positively influenced the choice of Turkey and Izmir.

Fokker Elmo customers Boeing, EADS and Lockheed Martin have been closely involved and supportive from the start of this project. The facility in Izmir manufactures wiring systems for aircraft programmes of major Fokker Elmo customers like Boeing, EADS/Airbus and Lockheed Martin. The facility has been fully operational since the third quarter of 2008. The facility's size is approximately 8 000 m^2 and there are expected to be 300-500 employees and a EUR 50 million turnover in five years.

Our Turkish subsidiary uses the same, precise business model, tools and processes to ensure the highest quality and on-time delivery performance as demonstrated by the other Fokker Elmo facilities.

A tremendous result has been achieved by a large multidisciplinary Fokker Elmo team from Turkey and from the Netherlands, to industrialise this new facility and accomplish AS9100 certification with a 100% score. Obviously our team could not have achieved this without the ongoing support of the Turkish authorities and our customers.

We are confident that with the expanded global footprint and the use of our unique Wiring Design and Manufacturing System we will successfully apply our proven business model and serve our aerospace customers even better.

Jan Lagasse
Chief Executive Officer
Fokker Elmo

> **"The Turkish aeronautics industry enjoys the advantage of competitive costs, while maintaining top quality. Our industrial presence in Turkey clearly shows that we are really interested in a long-term partnership, with a view to creating maximum advantages for both sides."**

Spain's Mapfre turns into a key player in the Mediterranean

Mapfre started its internationalisation process in the 1980s, particularly in Latin America, and was one of the first insurance companies to invest in the region. Since then, Mapfre has expanded into other continents (Europe, Africa and Asia) to become a global group.

Within its expansion and diversification strategy, Mapfre arrived at the southern rim of the Mediterranean attracted by the growth potential of these markets. It brought a commitment to establishing long-term relationships with local partners and the will to contribute to the development of the different countries.

Following Mapfre's internationalisation strategy, the reinsurance and assistance businesses were the first to be established in the region. Both activities have always provided useful knowledge of the new markets and have given the appropriate strength to value the insurer potential of the markets.

Mapfre's reinsurance subsidiary, Mapfre Re, has been developing significant business activities for the past 30 years in the Mediterranean markets, in which it has always been welcomed.

In 2007, we moved a step forward in our Mediterranean strategy and started direct insurance operations in Turkey, a market already known to the group thanks to the experience acquired in other business lines. Mapfre secured a presence in Turkey through the acquisition of a majority stake in one of the leading insurance companies, thus extending its activities to a market close to the European Union and with significant development possibilities. Our new Turkish subsidiary, Mapfre Genel Sigorta, has generated jobs for more than 300 employees and works with a large network of independent agents.

In 2008, Mapfre was present in several countries in the Mediterranean including Algeria, Tunisia, Jordan, Libya, Egypt and Turkey. The full potential of these markets is yet to be seen. The current presence of Mapfre in these countries provides a favourable position for the future!

José Manuel Martínez

Chairman

Mapfre

"In the past few years, we have opened offices in Algeria, Egypt, Jordan, Libya and Tunisia. Ideally situated at the crossroads of Europe and Asia, the Turkish market has been our latest strategic step."

MAPFRE

- An independent Spanish business group that mainly carries out insurance, reinsurance and other service activities in 45 countries.
- Has more than 34 600 employees throughout the world. Broad distribution network with over 5 800 of its own offices. Net profit in 2008 of EUR 900 million and net turnover exceeding EUR 17.7 billion.
- The subsidiary Mapfre Re is among the top 15 reinsurance companies in the world.

www.mapfre.com

TUI Travel PLC
More than a smile

- TUI Travel PLC is an international leisure travel company headquartered in the UK. It is listed on the London Stock Exchange with a market capitalisation of around £2.5 billion. Germany's TUI AG is the majority shareholder of TUI Travel PLC.
- 30 million customers and over 200 products. Owns 155 aircraft, 3 500 retail shops in Europe. Over 50 000 staff worldwide.
- TUI tour operator brands in Germany, Belgium and France transport over 500 000 passengers per annum.
- Owns Jet4you, a low-cost airline which operates frequent flights from Morocco's major cities to numerous European destinations.

www.tuitravelplc.com

TUI Travel turns Morocco into an eco-friendly tourist destination

Morocco is a key destination for TUI Travel. It is a country that provides everything from long weekends in the imperial city of Marrakech to package holiday breaks in some of the best seaside towns. Marrakech and Agadir are the most popular resorts with 7 to 10-day beach package holidays being the most popular choice for our customers, mostly middle-class European tourists.

The vast areas of natural beauty also provide opportunities for our more adventurous to go walking, mountain biking or camel trekking. TUI Travel's activity brands – including Exodus, Sawadee and Imaginative Traveller – specialise in small-group escorted adventure and cultural tours to the region.

We would like to underline the central role of sustainable development, which is key to the way we run and manage TUI Travel. We know that a healthy environment makes for a better holiday, and that happy colleagues and prosperous local communities enhance the holiday experience. We also know that we have an impact on the environment and people through our operations in our source markets and destinations. Our challenge is to maximise the positive impacts of our business while minimising the negative environmental impacts of our flights and operations in all our destinations, including Morocco.

One such project in Morocco is with TUI UK's charity partner The Travel Foundation. The Travel Foundation is working with the Moroccan National Tourist Office on the 'Every Drop Counts' project. This was launched at the AITO Conference in Marrakech on 29 November 2008 and will run until October 2009. The project will work with 50 hotels and 50 riads in the Marrakech area to save water. Using simple and cost-effective techniques, hoteliers can expect to save up to 15% on their water bills proving that sustainability is as good for business as it is for the environment.

Peter Long
Chief Executive Officer
TUI Travel PLC

"Morocco is one of the most popular holiday destinations in North Africa offering a fantastic selection of holidays for TUI Travel's tour operating and activity businesses, including opportunities to develop sustainable tourism!"

Kreos Capital plays a leading role in supporting venture-backed business in Israel

With a full-time partner presence in Israel since 1999, Kreos Capital is a large venture debt provider in Israel and Europe, dedicated to helping leading entrepreneurs in innovative, venture-backed firms build their companies into global leaders.

Israel enjoys an excellent reputation as a technologically advanced economy that has made it a prime destination for foreign investments by many leading multinational firms and many foreign venture capital firms. The country rapidly emerged as a production centre for high-tech products, especially software.

Committed to supporting Israel's technological boom, Kreos Capital provides technology start-ups with debt financing and growth capital from inception to stock market launch with debt financing and growth capital generally ranging from EUR 750 000 to over EUR 16 million.

Focused on the value creation of its portfolio companies, Kreos Capital takes a venture capital view on each financing situation, offering quick decisions, but without requiring board seats, complex due diligence, share revaluation, substantial equity dilution, deposits or personal guarantees.

As a European venture debt provider that has a history of working in several relevant geographies and with the top tier venture capital funds in the country, Kreos Capital can offer both local support and an extensive network of contacts in Israel. Kreos Capital has full faith in the soundness of the Israeli IT sector. This is why, more than ever, we believe that investing in innovation is the best way to prepare for the world after the financial crisis.

Raoul Stein

General Partner

Kreos Capital

"Israel's large concentration of talented and innovative people makes it an ideal place for investment. Kreos Capital is fully committed to the Israeli market and already supports many innovative technology businesses."

KREOS CAPITAL

- Kreos Capital is a specialist firm which was formed in 1998 as Europe's first venture debt provider. It provides financing alternatives to the maturing venture capital market.
- Kreos Capital has European offices in London and Stockholm. Its Israeli office is located in Herzliya Pituach.
- Since 1999, Kreos Capital has invested EUR 160 million in 68 deals in Israel, with deal sizes ranging from EUR 0.7 million to EUR 8.6 million.
- Israeli portfolio companies include Aternity, Celtro, Deep Breeze, Finjan, Oree and WiNetworks.

www.kreoscapital.com

- Euromedic is a healthcare services provider headquartered in Budapest (Hungary) and incorporated in Amsterdam (Netherlands). Today, the company wholly owns and operates 195 medical centres, with 10 more currently under construction, in 15 countries.
- The company delivers life-saving medical services, at the highest European standard, within existing publicly managed healthcare structures.

www.euromedic.com

Budapest-based Euromedic International contributes significantly to Turkey's healthcare infrastructure

With a population of more than 70 million and a growing economy Turkey rapidly appeared to have huge potential for healthcare investments.

After establishing the Euromedic organisation in Turkey in 2005, the company started its activities in the country in the dialysis field. The strategy was to create a network by developing new dialysis centres where the clinical need existed and by acquiring existing operational centres especially in central and northern Anatolia.

During the past three years the company has established (through greenfields and acquisitions) 14 dialysis centres around the country, treating more than 1 400 dialysis patients and providing jobs for more than 370 healthcare professionals.

Last year, Euromedic also acquired a polyclinic with vast radio-diagnostics and laboratory capabilities in Istanbul. The polyclinic, the first private clinic of that scale in Istanbul, is famous for its trusted, non-biased diagnostic services and performs more than 4 000 check-ups and thousands of radiological examinations annually. The clinic employs more than 60 healthcare professionals, of which 40 are well known doctors in their field.

Euromedic will continue to expand its business in Turkey, not only in dialysis and diagnostics but also in radiotherapy and laboratory services.

Euromedic's patients and healthcare employees in Turkey firmly count on us to deliver the necessary solutions and expertise to support the development of a vital sector that is essential to the well-being of the whole of society.

We see a very bright future for the sector of healthcare in Turkey, where citizens are getting greater access to what they need, when they need it and at lower costs.

Joseph Priel

Chief Executive Officer

Euromedic International

"By expanding our activities in Turkey, we expect to remain a leading company in the development of public-private healthcare services not only in Europe but also around the Mediterranean Sea."

Scandinavian Arla Foods plays a leading role in the Lebanese dairy segment

Arla Foods is a Scandinavian dairy company which is present in more than 100 countries worldwide. Our mission is to provide modern consumers with innovative and highly nutritious natural milk-based products.

Arla Foods has for decades also served Mediterranean consumers and established leading positions with the strong Danish butter brand LURPAK and cheese/cream brand PUCK.

We strongly believe in the great potential of this emerging region. That is why in 2006 we decided to open Arla Kallassi Foods – a joint venture with our local partner, the Kallassi Group. We felt that a local presence in the market would lead to stronger development of our business opportunities in Lebanon, which has turned out to be true.

Lebanese consumers are looking for high quality products as well as naturalness and safety – and these are all key values for us at Arla Foods. We believe we have a lot to offer the Lebanese consumers, and we value the partnership we have sealed with the Kallassi Group, which enables us to enter a booming dairy market, with a great potential.

Being a Fast Moving Consumer Goods (FMCG) market leader in our segments requires an extensive understanding of local consumers. It has been important for us to invest and be active in all marketing parameters both above and below the line in order to communicate with our end-consumers.

We are today serving more than 4 000 outlets in Lebanon, from the smallest wholesalers to the biggest supermarkets, directly with our own sales structure.

Torben Terp Hansen

General Manager

Arla Kallassi Foods Lebanon

> **"Arla Foods wants to play a leading role in the Lebanese dairy market, and this is why we have opened a subsidiary in Beirut. This is an important step which makes not only Lebanon, but also the whole Mediterranean region, a promising market for our company."**

Closer to Nature

- A large European dairy company.
- Arla Foods is a cooperative owned by 15 000 Danish and Swedish farmers.
- Revenue of over EUR 6.6 billion in 2008.
- In the Middle East region, Arla Foods has local subsidiaries in Lebanon, Saudi Arabia, UAE, Kuwait, Oman and Qatar.

www.arlafoods.com

PETROCELTIC INTERNATIONAL PLC

- Petroceltic is a small company specialising in oil and gas exploration and production. It is quoted on the Alternative Investment Market (AIM) of the London Stock Exchange and the Irish Enterprise Exchange (IEX) of the Irish Stock Exchange.
- Cash at bank of over EUR 39 million on 1 January 2009. The company raised a further EUR 28 million by putting shares on the market in May 2009.
- Since 2002 Petroceltic has invested over EUR 53 million in oil and gas exploration in Algeria and Tunisia. The company plans to spend a further EUR 40 million in 2009.

www.petroceltic.ie

Petroceltic sees partnership as the key to unlocking the energy potential of the Maghreb

Petroceltic International plc is an upstream oil and gas exploration and production company. It is headquartered in Dublin, Ireland with regional offices in Algiers, Hassi Messaoud, Tunis, Rome and London.

Our strategy is to discover or acquire assets with material hydrocarbon resource potential and to exploit these assets to deliver superior value for our shareholders and host governments. We focus on developing material asset positions in attractive fiscal systems with strong partners that can add complementary skills as well as financial strength. Petroceltic is 22.34% owned by its strategic partner, Iberdrola – a major Spanish utility and a significant player in the North African energy markets.

Petroceltic has been active in Algeria since 2004. In 2005 the company acquired a 75% interest in the 7 700 km^2 Isarene Permit in the Illizi Basin area of Southern Algeria. The remaining 25% is held by our partner, the Algerian State oil and gas company, Sonatrach. Together, we have completed detailed geological and geophysical studies, assessed existing discovery wells in the area, drilled two new wells and completed an extensive three dimensional seismic survey. The Petroceltic team has spent over 800 000 man hours in the Sahara desert without a single serious health, safety or environmental incident.

Our company has been active in Tunisia since 2003. In 2004 the company acquired a 57% interest in the 5 600 km^2 Ksar Hadada Permit in the Ghadames Basin in Southern Tunisia. The remaining 43% is held by our partner Independent Resources and its associates. Today we are mainly focused on the Southern part of the Permit where we hope to continue our programme with further exploration wells in the near future.

Because it believes in the great potential of this region, Petroceltic has invested the time and energy to build strong and lasting relationships at all levels in Algeria and Tunisia. We have a team of highly experienced professionals who are well-respected and we continue to enjoy the support and encouragement of our host governments and their respective hydrocarbon-related institutions. We believe in partnership and see it as the key to unlocking the hydrocarbon potential of the Maghreb!

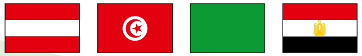
Brian O'Cathain

Chief Executive

Petroceltic International plc

"Petroceltic sees Algeria and Tunisia as countries with material hydrocarbon resource potential that can be developed in partnership, supported by pro-business governments that have strong energy growth targets and an international outlook."

Austria's OMV sees North Africa as a key partner to ensure Europe's energy security



In the European Union today, 500 million people in 27 countries want to be able to rely on a secure, affordable and eco-friendly energy supply. Supply security is therefore one of the cornerstones of the European energy system, together with cost efficiency and sustainability. The industry is facing various challenges to maintain a high level of energy security, such as rising demand and stiff competition for resources.

At OMV, we appreciate the importance of North Africa for meeting Europe's energy needs. Energy exports from North Africa are expected to rise over the next few years. Indeed, the North African oil and gas fields are ideally situated for supplying European markets.

Today, Tunisia, Egypt and Libya are important countries in the OMV core region of North Africa. One major example of our recent commitments in this area is the extension of our contracts in Libya until 2032. OMV's core assets in Libya are located in the geological areas of the Sirte Basin and the Murzuq Basin but OMV is also actively exploring in Libya's other basins including offshore Benghazi. OMV currently holds interests in two exploration and five production licenses in Tunisia and is conducting an exploration programme off the coast of Egypt.

As a European corporation specialising in the oil and gas industry, we feel a commitment not only to economic drivers, but also to ecological and social values. We have established our values in a code of conduct based on the 10 principles of the United Nations Global Compact, which has been signed by OMV. The UN Global Compact covers the following key areas: labour relations, human rights, the environment and anti-corruption. We are aware of our Corporate Social Responsibility and we make sure that all our employees and suppliers align their day-to-day conduct with these values.

OMV has built strong relations with North Africa over many years, and we are pleased to see that today this key region constitutes a growing market, with a high potential in the hydrocarbon sector. More than ever, we believe that North Africa and Europe will continue to work on developing a good partnership!

Helmut Langanger

Member of the OMV Executive Board responsible for
Exploration and Production
OMV

"OMV has been active in North Africa for over 30 years. Extended contracts mean that we will remain active there for another 30 years, thus endeavouring to ensure the ongoing supply of energy to Austria and Europe."

OMV

- Balanced international exploration and production portfolio in 17 countries. Daily production volume of around 317 000 barrels of oil equivalent.
- OMV provides energy for more than a hundred million people. The company has over 41 000 employees worldwide.
- As an integrated energy company, the exploration and production of oil and gas is one of the three core businesses of the OMV Group – alongside Refining and Marketing and Gas and Power, generating total sales of over EUR 25 billion in 2008.

www.omv.com

Enefit

- Enefit stands for Eesti Energia's global activities.
- A state-owned company engaged in the production, sale and transmission of electric and thermal power. The main raw material for energy production – oil shale – is extracted from mines owned by the company.
- Business income 2008/2009: EUR 668 million. Eesti Energia employs 8 349 staff.

www.enefit.com

Estonia's Enefit is establishing an oil shale industry in Jordan

Eesti Energia is an international energy company operating across the entire value chain, from oil shale mining, electricity and heat production, and unique oil production, through to client service and sales. The company operates in all three Baltic States, Finland and Jordan, using the company name Eesti Energia in Estonia, and, since May 2009, the brand name Enefit for international operations.

Our company is an oil shale utiliser and Estonia's largest power generator, providing more than 90% of Estonia's electric power from oil shale (a fine-grained shale containing oil, which can be extracted by heating). We engage in oil production and own some of the best commercial applied technology in the world, operated by a functioning oil plant in Estonia.

We are working with our strategic partner Outotec to develop a solid heat carrier technology for liquid fuel production, and we sell our know-how and solutions for key technical components to countries wishing to utilise their oil shale reserves. This is the case of Jordan, which plans to open an electricity and liquid fuels production complex hand-in-hand with us.

In Jordan, we found a business-friendly place where the attraction of foreign investors is a top national priority. Jordan, which imports more than 90% of its oil annually, has one of the largest oil shale deposits in the world. According to our feasibility study, even just one of the twenty deposits of oil shale in Jordan could yield up to 36 000 barrels of oil per day.

In April 2008, we entered into an agreement with the Jordanian Government and the National Electric Power Company in order to establish an oil shale-fuelled power plant in the country. In the next three years, we will carry out the necessary surveys and preparations for the design and construction of the future plant, and the construction could start by 2012.

Confident in our success in Jordan, we are ready to export our unique oil shale production know-how to other countries interested in oil shale utilisation such as Morocco!

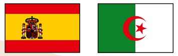
Sandor Liive

Chief Executive Officer

Eesti Energia

"We are happy to be a provider of future energy solutions for Jordan. Our presence in Jordan allows us to expand on the experience and technology developed right here in Estonia!"

Spain's Abener sees the Algerian desert as a sustainable solution to Europe's energy needs



ABENER

- A Spanish company created in 1994, employing 994 people in 2008.
- Sector of activity: engineering and industrial construction of thermo solar and biofuel plants, and installation of conventional generation.
- A turnover of EUR 693 million in 2008 (against EUR 353 million in 2007 and EUR 168 million in 2006).
- An international presence: Poland, Mexico, United States, India, Brazil, Morocco, Algeria, France, the Netherlands, Germany, UK.

www.abener.com

Abener strongly believes in the solar potential of North Africa. For countries such as Algeria, Morocco, Tunisia and Libya, the solar power business could create thousands of jobs, attract many foreign investments in infrastructure and set up a sustainable energy industry.

In 2007, Abener started in Hassi R'Mel (Southern Algeria) the construction of the first hybrid plant in the world. This uses ISCC (Integrated Solar Combined Cycle) technology and has 150 megawatts of power. Innovation and sustainability clearly define this project with a time horizon of 2010. It represents a global pioneering experience which integrates a solar field of CCP (parabolic trough collectors) with an area of 180 000 m^2 of reflective surface.

The most innovative aspect lies in its capacity to keep the same efficiency thanks to the combination of a solar field with a combined cycle. The spread of gas fields in this area makes the installations of conventional generation more profitable. Abener faces a few challenges in Algeria: on the one hand, those relating to the location of the plant close to the Sahara desert; on the other, the difficulties involved in setting up a solar field of such dimensions. In addition, the heat of the desert reduces the plant's efficiency.

In order to address these challenges, Abener has agreements with the best suppliers designed to accelerate the engineering phase.

Worldwide, there is a lack of awareness about what solar technology can do. If you talk to people about solar power, they think of small solar panels, and almost never of enormous power plants that can supply enough electricity for a whole country. And probably tomorrow a whole continent.

Europe has growing energy needs. We know that North Africa, but also the whole Mediterranean can provide a sustainable, environmentally friendly solution. At Abener, we are working hard to make this happen!

Manuel J. Valverde Delgado

General Manager

Abener Energía

"Constructing a giant solar plant in the Algerian Sahara represents a huge challenge for Abener, but I have total confidence in the future success of this outstanding project!"

Project of Abener in Hassi R'mel (Southern Algeria).

Partner organisations

The Directorate-General for Enterprise and Industry of the European Commission supports European businesses' efforts to be competitive in the global economy and generate sustainable growth and jobs for the benefit of all European Union (EU) citizens. It encourages innovation and entrepreneurship across the EU, with a focus on small and medium-sized enterprises (SMEs). DG Enterprise and Industry designs and monitors EU legislation to create the right conditions for European businesses to thrive. www.ec.europa.eu/enterprise

The European Commission's EuropeAid Co-operation Office 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, 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/europeaid

The European Investment Bank (EIB) was created by the Treaty of Rome in 1958 as the long-term lending bank of the European Union. Its mission is to further the objectives of the European Union; within this framework, the EIB continuously adapts its activity to developments in EU policies. In the Mediterranean region, the EIB operates through its Facility for Euro-Mediterranean Investment and Partnership (FEMIP). Its two main priorities 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

The Invest in Med programme aims at developing sustainable trade relationships, investments and enterprise partnerships between the two rims of the Mediterranean. Funded 75% by the European Union over the 2008-2011 period, and supported by the Provence-Alpes-Côte d'Azur Regional Council, the City of Marseille and Euroméditerranée, it is implemented by the MedAlliance consortium, which associates economic development organisations (ANIMA, leader of the programme), CCIs (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 is a multi-country platform supporting the economic development of the Mediterranean. It brings together over 60 governmental agencies and international networks. The objective of ANIMA is to contribute to the creation of a better investment/business climate and to the growth of capital flows into the Mediterranean region. www.anima.coop

ASCAME (Association of Mediterranean Chambers of Commerce and Industry) was formed in 1982, in Barcelona. The Association brings together more than 200 Chambers from 22 Mediterranean countries. Its goals are: to create a network of Chambers of Commerce and organisations working in the field of cooperation and economic exchange between countries in the Mediterranean region; to promote and search for synergies between these countries' economies; and to assert the Mediterranean identity and contribute to creating an area of peace, tolerance, security and prosperity. www.ascame.org

BusinessMed or Union of Mediterranean Confederations of Enterprises (UMCE-BUSINESSMED) is a regional professional organisation created thanks to the will, determination and efforts of the national federations' presidents of the 12 founding members. Its aims are: to create a Euro-Mediterranean Free Trade Area; to establish an economic and social climate that favours the development of investment flows; to increase SMEs' competitiveness among member countries; to promote North-South and South-South investments; and to establish a formal link with Mediterranean and European professional organisations (BUSINESS EUROPE). www.businessmed-med.com

Created in 1958, EUROCHAMBRES is the European Association of Chambers of Commerce and Industry. EUROCHAMBRES voices the interests of over 19 million member enterprises in 45 European countries through a network of 2 000 regional and local Chambers. More than 90% of these firms are small or medium-sized 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 the only one so close to business, as a result of the Chambers' regional focus. www.eurochambres.eu

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European Commission/European Investment Bank/ANIMA Investment Network

Boosting business in the Mediterranean
Entrepreneurs' success stories

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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.

Whether to reduce their production costs and remain competitive in the face of globalisation, to embrace new markets or to safeguard and create jobs, these entrepreneurs have seized the opportunities offered by the South and agreed to share their experience of the Mediterranean.

Their 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.

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