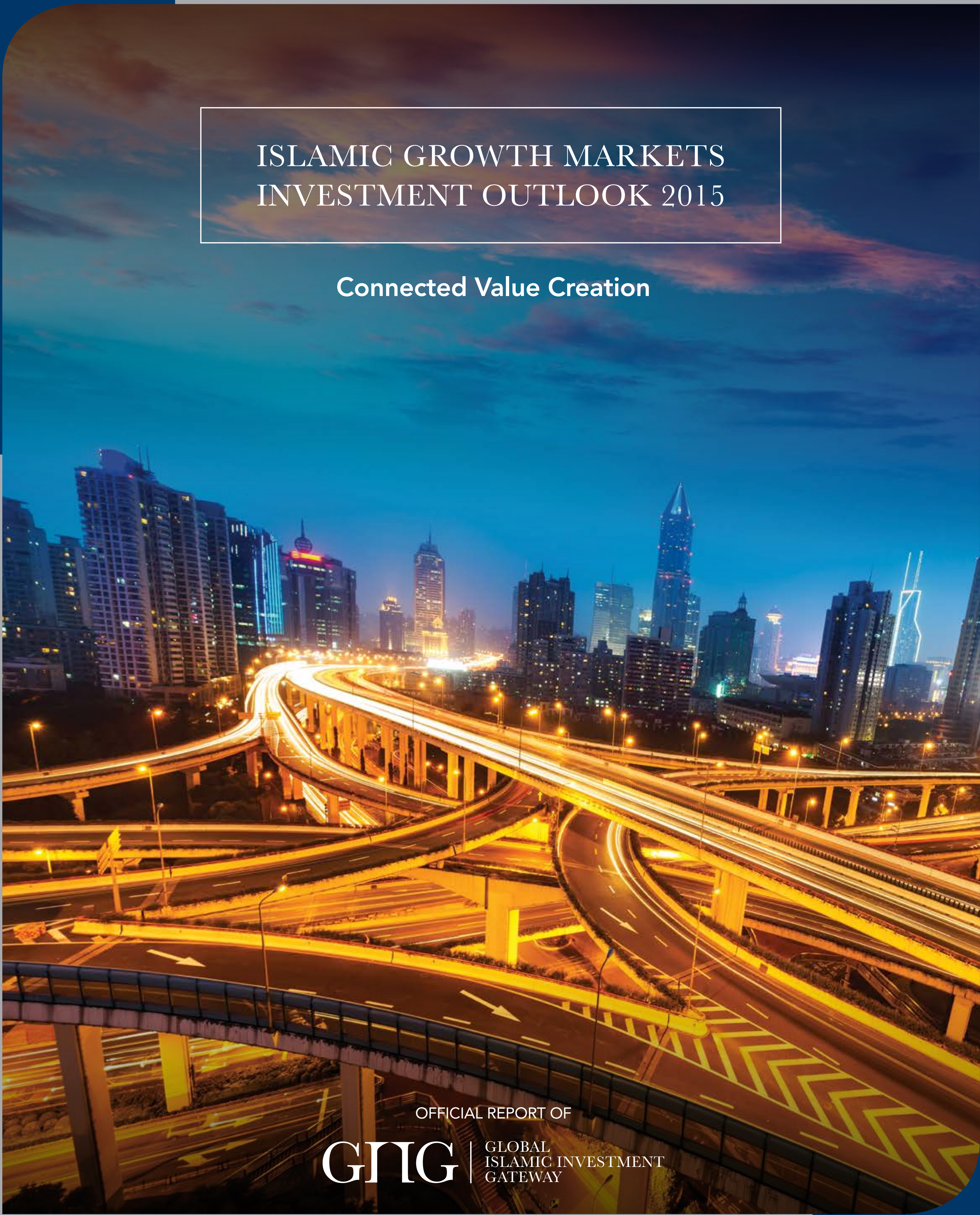
ISLAMIC GROWTH MARKETS INVESTMENT OUTLOOK 2015

Connected Value Creation



OFFICIAL REPORT OF

GIIG | GLOBAL ISLAMIC INVESTMENT GATEWAY

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EXECUTIVE SUMMARY

Crashing oil prices and regional instability may be the first things potential investors think of when considering key Islamic markets[1] such as Egypt, Indonesia, Turkey, Saudi Arabia and Morocco. However, the 57 OIC (Organization of Islamic Cooperation) member countries representing a GDP (current) in 2013 of $6.7 trillion are projected to grow 2015-19 at a higher rate than rest of the world or BRIC nations[2]. (OIC markets 5.4% versus rest of world (ROW) 3.6% and BRICS 3.9%.)

Driving this confidence is the demographic dividend of a large and young 1.6 billion OIC markets populace, growing at twice the rate of global population — with a rising middle-class and major government infrastructure/diversification spending drives. Investment activity continues to grow with major greenfield infrastructure investments as well in fast maturing domestic companies from these markets. Tasnee and SABIC are chemical global leaders; Etisalat, Turk Telecom, Saudi Telecom, Telkom Indonesia, Axiata Group, Zain are major growth telcos; Yildiz Holding/Ulker, Savola Group, Indofood, Felda, Almarai are globally competitive food and agriculture companies; Emirates Group, Turkish Airlines, Qatar Airwaysand Saudi Arabian Airlines are major growth airlines; and Emke Group — Lulu, BIM, Majid Al Futtaim are emerging as regional retail giants. Thousands of such companies are ready to take their experiences propositions global. With growing interconnectedness, these markets are ripe for corporate M&A, Private Equity, other financing and greenfield investment boom.

1 57 countries that are members of the Organization of Islamic Conference (OIC)

2 IMF Oct 2014 Outlook data

Purpose

The purpose of the *Islamic Growth Markets Investment Report 2015* is to present a new view of looking at investment opportunities across the OIC member countries (57 member mostly Muslim majority.) Focused on fast growing consumer driven sector clusters of Food, Retail, Tourism, Health and others, as well as government spending driven infrastructure & construction, the Report addresses a gap of looking at investment opportunities across the full geographic spectrum of these growth markets and their global value chain.

2015 Islamic Growth Markets Investment Index™

Certainly not all 57 OIC markets are equal. The Report has prioritized top 30 Islamic Growth Markets from among the 57 OIC member countries (See Index infographic.) Malaysia, Indonesia, and UAE lead the inaugural *2015 Islamic Growth Markets Investment Index™* which ranks countries investment potential relatively within the OIC member country grouping. The Index is based on a set of nine metrics covering the categories of a country's growth fundamentals, growth momentum, investment momentum and relative country risk.

Indonesia showing the strongest growth fundamentals among the top three having the highest population (249 million, 2013) and GDP ($870 billion, current US$, 2013), while Malaysia the strongest growth and investment momentum (217% FDI inflows growth 2009-13). GCC economies led by UAE are also on the top ten list including Qatar and Saudi Arabia. Other markets on the top 10 include Kazakhstan, Egypt, Turkey, Morocco, and Mozambique.

Increasingly interconnected

The OIC member countries are an increasingly interconnected market-place by virtue of three driving trends: 1) the fast growing $1.6 trillion in assets Islamic finance/capital activity, 2) a fast growing (1.6 billion growing at twice rate of world population), young demographic whose consumption choices are increasingly faith based in the form of the estimated $2 trillion Halal food and related lifestyle sector consumption in 2013, and 3) the intra-OIC trade and investments being led by the multi-lateral Islamic Development Bank (capitalised at $150 billion.)

A new investment view

Sector-based strategy: Given the wide geographic, cultural and economic variances among the Islamic markets, how do you invest in value creation opportunities among such diverse and geographically dispersed markets?

DinarStandard's *OIC Industry Clusters Model* is a sector based investment strategy to leverage this widely dispersed yet connected opportunity landscape. The model recognizes the different strengths that cities or countries from the Islamic markets have in the value chain of select attractive sectors and identifies unique region-wide roll-up, carve-out, growth, operation-value-creation and alliance opportunities across a sector's value chain.

Food & Agriculture is the second largest OIC sector cluster. Sector exports were $118 billion in 2013 representing 8% of global exports and grew 42% CAGR between 2009-13.

Top Sector Clusters

DinarStandard's *OIC Industry Clusters Model* has prioritized 10 sector clusters within OIC countries that provide best opportunities for sector based investment strategy. The top OIC sector clusters are: Energy, Food & Agriculture, Electronics, Travel & Transportation, Metals, Chemical & Allied, Plastics/Rubber, Textiles & related, Infarstructure & Cobnstruction, and Health Products & Services. Across each of the prioritized sector groupings, areas of competencies from different OIC markets across the value-chain present the unique investment/ growth opportunities.

Energy Cluster: Energy is the largest OIC sector cluster by virtue of aggregate score derived from exports volume, imports and domestic consumption across OIC markets. Majority of this Cluster is Oil & Gas production with Renewable Energy a small but fast growing segment. Sector cluster exports were the highest within OIC worth $1.3 trillion in 2013 representing 43% of global exports. Exports grew 109% between 2009-13.

Key opportunities: With low oil prices, down-stream sectors (see Chemical, Plastics clusters) and renewable energy are key growing areas with many governments having aggressive plans to incorporate renewable energy as part of their domestic consumption mix. Primary opportunity focus areas: Renewable sector EPC (Engineering, Procurement and Construction) Services & O&M (Operation & Maintenance companies); Solar/ Wind farm; Bio-energy innovative solutions; Energy storage solutions.

Food & Agriculture Cluster: Food & Agriculture is the second largest OIC sector cluster. Sector exports were $118 billion in 2013 representing 8% of global exports and grew 42% CAGR between 2009-13. Domestic demand value from food sector across OIC is the highest among all sector clusters and estimated at $974 billion representing 16% of global food consumption.

Key opportunities: Driven by fast growing demographic, middle-class and urbanization, as well as competitive domestic companies expanding globally, Islamic markets are major global food and agriculture growth markets. Primary opportunity focus areas: Retail (Supermarkets/ Hypermarkets); Edible oil production; Halal Meat & offal; Food waste/ animal fodder; Prepared cereals, diary; Sugar and sugar confectionary; Cocoa and cocoa products

Travel & Transportation Cluster: This Cluster representing Tourism spending, Transportation Services, and Automotive/Parts manufacturing is the third largest OIC sector cluster (tied with Electronics). Sector exports were $192 billion in 2013 and the second highest compared to other ten Clusters representing 6% of global exports. Meanwhile, Sector imports of $353 billion in 2013 were the highest in OIC markets compared to other ten Clusters and represented 11% of global imports.

Key opportunities: OIC travel destinations Dubai (UAE,) Turkey, Indonesia, Malaysia are some of the fastest growing travel markets in the world. Meanwhile, transportation service providers such as the GCC airlines, Turkish airlines, various air/sea-ports and their ecosystem of service providers are becoming global competitors. Also automotive and parts production is growing. Primary opportunity focus areas: Auto parts manufacturing; Airline services/ ecosystem; Family-friendly hotels/resorts (Muslim-friendly); Hotel development in top growth markets.

Electronics (Consumer & Industrial) Cluster: This Cluster is the third largest OIC sector cluster (tied with Travel & Transportation). Sector exports were $101 billion in 2013 representing 5% of global exports. Exports grew 35% CAGR between 2009-13, which was 6% higher than rest of the world.

Key opportunities: With a healthy export base in industrial & consumer electronics manufacturing (5th highest in export volume among the ten clusters,) OIC based Electronics manufacturing is a promising sector cluster. Driven by expected healthy global demand, OIC based manufacturers are well positioned to be scaled for regional/ global competitiveness. Primary opportunity focus areas: Telephony electronics; Batteries; Heaters; Portable electro-mechanical tools; Microphones, Video recording equipment.

Metals Cluster: This Cluster (which covers: Iron and steel; Copper; Nickel; Aluminum, Lead, Zinc and Tin production) is the fourth largest OIC sector cluster. Sector exports were $85 billion in 2013 representing 7% of global exports. Exports grew 70% CAGR between 2009-13, which was 26% higher than rest of the world. Imports also had similar growth.

Key opportunities: OIC Metals exports have seen high growth relative to global exports. Domestic demand within OIC is one of the key reasons as Metals imports within OIC is the highest relative to other sector clusters as a percentage of global imports (14% of global imports) also growing at a higher rate than rest of world metal imports. Primary opportunity focus areas: Iron & steel, copper manufacturers; basic/ intermediate metals manufacturing ecosystem in maintenance & service, transportation and storage.

Similar opportunities exist across other prioritized Sector clusters of **Chemical & Allied, Plastics/ Rubber, Textiles & Related, Infrastructure & Construction, and Health Products & Services.** Across all these sector Clusters, the investment strategy proposes opportunity identification across the respective value-chains from complimentary competencies across the OIC markets. The resulting opportunities cover greenfield projects, PPP or taking the fast maturing domestic brands into becoming strong regional and even global brands through M&A and other growth investments.

ACKNOWLEDGEMENTS

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DinarStandard™

DinarStandard™ is a growth strategy research and advisory firm empowering organizations for profitable and responsible global impact. DinarStandard specializes in the Halal/Tayyab food, Islamic/Ethical Finance, Halal travel, Islamic NGOs and OIC member country sectors. Since 2008, DinarStandard has been advising organizations globally on market expansion, business/investment strategy, and innovative marketing strategies. Its clients include global multi-nationals, Islamic financial institutions, Halal market startups and NGOs.

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REPORT PURPOSE AND METHODOLOGY

Context

The 57 Organization of Islamic Cooperation (OIC) member countries are some of the fastest growing global economies extending from Indonesia in the East to the GCC markets to Turkey in the West. Growth opportunities are in abundance within their connected Islamic marketplaces and their rich and vibrant domestic consumer base and industries. Yet, there is still a lack of an investment approach that fully leverages all the different connections between these Islamic markets.

Most Islamic marketplace investments have focused on national level or sub-regional level opportunities (i.e. GCC, Southeast Asia, Central Asia). While there will always be many opportunities at these levels, a new view also exists in looking at investment opportunities across select industry value chain and import / export complementarities across the full geographic spectrum of the Islamic marketplace.

Purpose

The purpose of the *Islamic Growth Markets Investment Report 2015* is to present a ground-breaking view of looking at investment opportunities across the OIC member countries (57 member mostly Muslim majority.) Focused on fast growing consumer driven sector clusters of Food, Retail, Tourism, Health and others, as well as government spending driven infrastructure & construction, the Report addresses a gap of looking at investment opportunities across the full geographic spectrum of these growth markets and their global value chain.

The Report utilizes DinarStandard's OIC Industry Clustering model (hubs & nodes) to uniquely identify investment opportunities and highlights select real opportunities from ThomsonReuters Investment Monitor.

Objectives

The content objectives of the Report are to:

1. Identify the top Islamic growth markets
2. Identify real investment/partner opportunities for the *Global Islamic Investment Gateway* (GIIG) event to support results oriented agenda and outcome
3. Highlight key areas of investment opportunities across key Islamic growth markets

Approach

The Reports' approach incorporates a top-down and bottom-up approach. This includes:

Market data analysis: Various market data sources were utilized to evaluate and analyze OIC market opportunities and level of activities. Key sources include UNCTAD's Trademap data, national statistics agencies, Zawya Islamic, and the Zephyr M&A transactions database.

Interviews: Select interviews were conducted to gather on the ground momentum and insights on investment activity across key Islamic growth markets

Strategy frameworks: DinarStandard's OIC related Industry clusters model was utilized to present cross Islamic markets investment opportunities

Index methodology: *The 2015 Islamic Growth Markets Investment Index™* was developed as a relative ranking of OIC countries in their investment attractiveness based on following key metrics per category: (See Appendix for details, scoring weightage and actual values Tables.)

- *Growth fundamentals*: Population, 'Ease of Doing Business' rating, GDP per capita

- *Growth momentum*: IMF Outlook GDP Growth projections (2014-19)

- *Investment momentum*: Total FDI inflows, FDI Inflows growth (2009-2013), Sharia based financial base (# of IF Banks, Regulatory framework ranking)

- *Relative country risk*: OECD Country Risk ranking (Jan 2014)

Sector clusters: Top OIC industry clusters were identified by ranking OIC countries by the following key metrics: Exports for the sector grouping; Net exports growth ranking (2009-13) where 'net' implies % growth above global growth level; Imports for the sector grouping; Net imports growth ranking (2009-13) where 'net' implies % growth above global growth level; Consumer spending/domestic demand score per sector. (See Appendix for details, scoring weightage.)

Note: all figures in the Report prefixed with a '$' (e.g. $141 million) represents USD currency, unless otherwise stated.

TOP INVESTMENT GROWTH MARKETS & SECTORS

Petronas towers in Kuala Lumpur, tallest building in Malaysia. Calcassa / Shutterstock.com

2015 ISLAMIC GROWTH MARKETS INVESTMENT INDEX™

The 57 mostly Muslim-majority member countries of the OIC (Organization of Islamic Cooperation) are an increasingly interconnected market-place by virtue of the fast growing Islamic finance/capital activity, a young demographic whose consumption choices are increasingly faith based in the form of Halal food and related lifestyle sectors, and the intra-OIC trade and investments being led by the multi-lateral Islamic Development Bank. Collectively these economies had a GDP (current) in 2013 of $6.7 trillion with many of these economies being fast growing global growth markets. (See infographic: *Basics of the OIC Economies.*)

Below is the inaugural listing of top 30 Islamic Growth Markets from among the 57 OIC member countries based on a set of nine metrics. These metrics cover the categories of a country's growth fundamentals, growth momentum, investment momentum and relative country risk. Malaysia, Indonesia, UAE lead this list. Other markets on the top 10 include Kazakhstan, Morocco, and Mozambique. In the following sections, three separate Sector focus reports rank OIC countries specific to those sectors.

Note: It is important to note that the listing below is a relative ranking from the 57 OIC economies.

The key metrics per category are as follows: (See Appendix for details, scoring weightage and actual values Tables.)

Growth fundamentals: Population, 'Ease of Doing Business' rating, GDP per capita

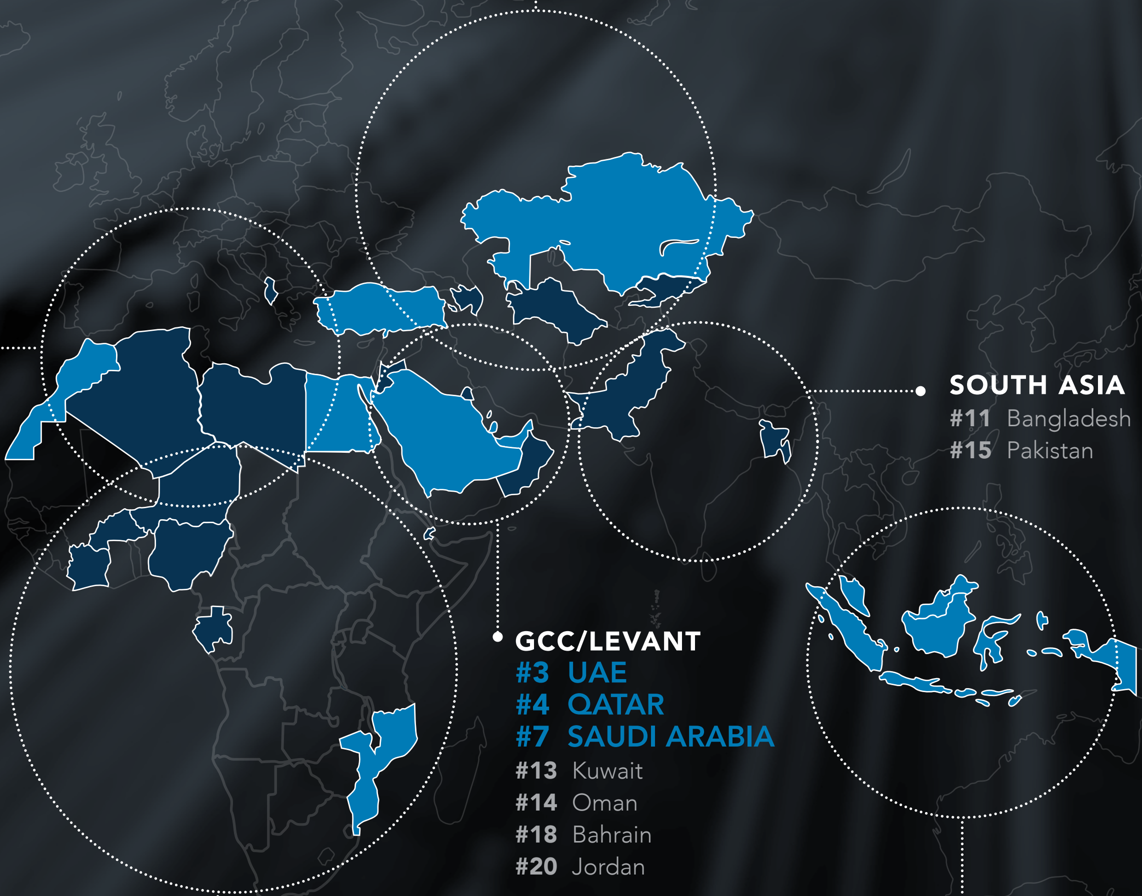
Growth momentum: IMF Outlook GDP Growth projections (2014-19)

Investment momentum: Total FDI inflows, FDI Inflows growth (2009-2013), Sharia based financial base (# of IF Banks, Regulatory framework ranking)

Relative country risk: OECD Country Risk ranking (Jan 2014)

2015 TOP 30 ISLAMIC INVESTMENT GROWTH MARKETS

REGIONAL GROUPINGS



CENTRAL ASIA/EUROPE
#5 KAZAKHSTAN
#9 TURKEY
#12 Turkmenistan
#17 Azerbaijan
#19 Albania
#29 Kyrgyz Republic

MENA
NORTH AFRICA
#6 EGYPT
#8 MOROCCO
#25 Libya
#26 Algeria

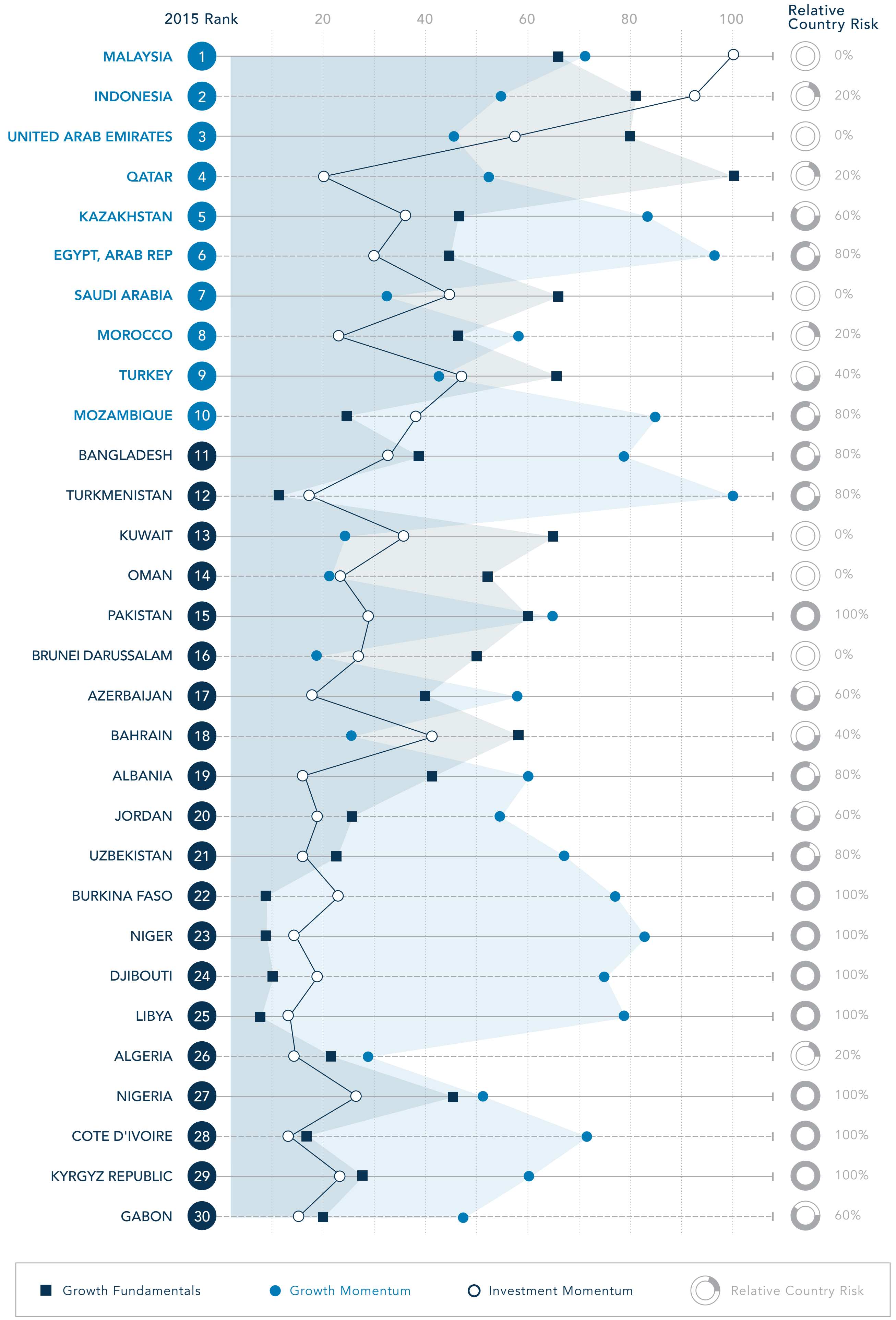
SOUTH ASIA
#11 Bangladesh
#15 Pakistan

GCC/LEVANT
#3 UAE
#4 QATAR
#7 SAUDI ARABIA
#13 Kuwait
#14 Oman
#18 Bahrain
#20 Jordan

SUB-SAHARAN AFRICA
#10 MOZAMBIQUE
#22 Burkina Faso
#23 Niger
#24 Djibouti
#27 Nigeria
#28 Cote d'Ivoire
#30 Gabon

SOUTH-EAST ASIA
#1 MALAYSIA
#2 INDONESIA
#16 Brunei Darussalam

2015 ISLAMIC GROWTH MARKETS INVESTMENT INDEX™



TOP SECTOR CLUSTERS

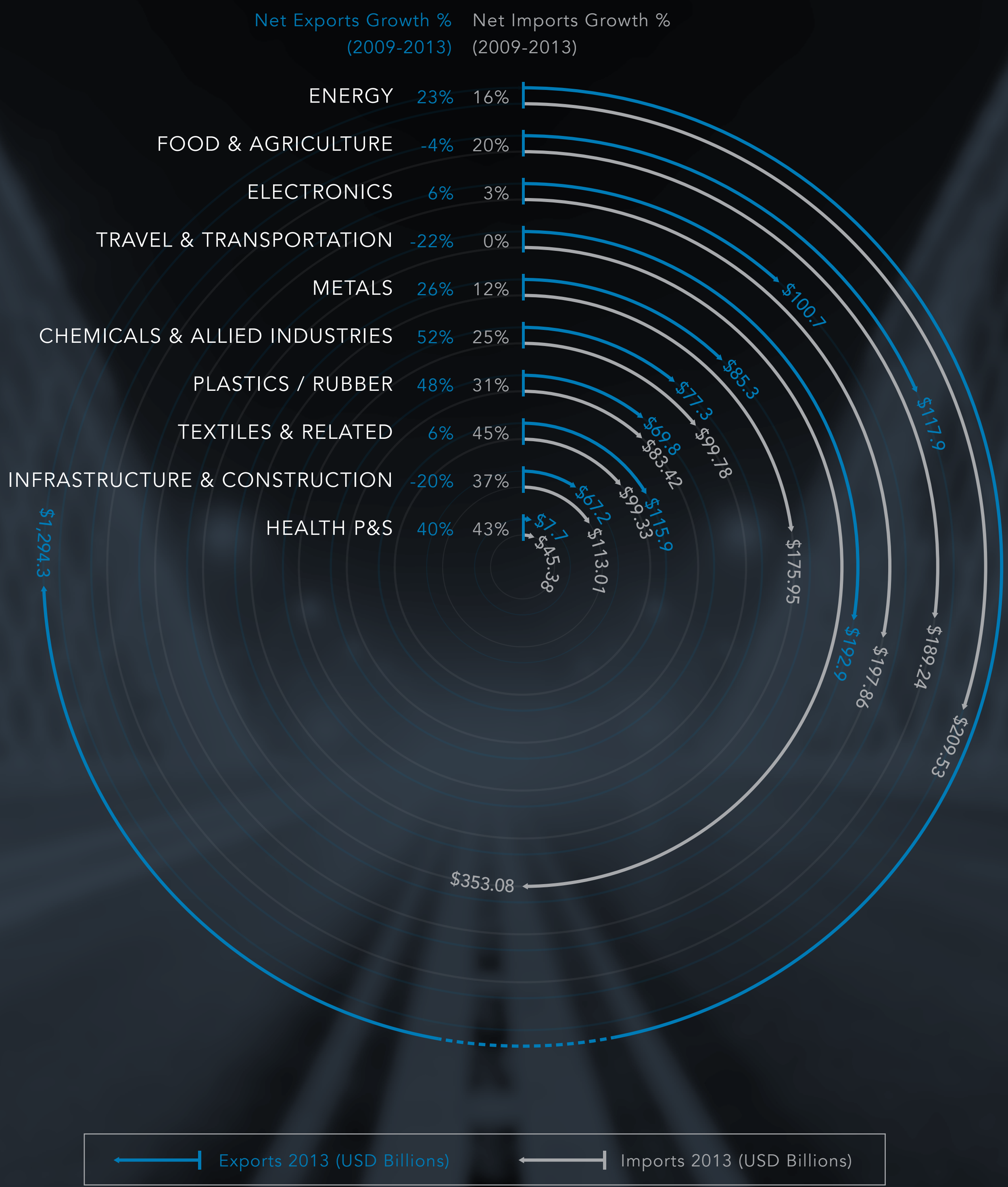
A list of top 10 industry clusters within OIC countries were identified based on the analysis of manufacturing and services sectors that are collectively the strongest across the these markets. This prioritization provides investors a first look at key sectors of activity and growth potential.

Top 10 OIC Industry Clusters (2014):

SECTOR CLUSTERS	EXPORTS (2013) USD BILLIONS	NET EXPORTS GROWTH (2009-13)	IMPORTS (2013)	NET IMPORTS GROWTH (2009-13)	CONSUMER/ INFRA SPENDING RANK
Energy	$1,294	23%	$210	16%	3
Food & Agriculture	$118	-4%	$189	20%	1
Electronics	$101	6%	$198	3%	4
Travel & Transportation	$193	-22%	$353	0%	5
Metals	$85	26%	$176	12%	4
Chemicals & Allied Industries	$77	52%	$100	25%	9
Plastics / Rubbers	$70	48%	$83	31%	5
Textiles & Related	$116	6%	$99	45%	8
Infrastructure & Construction	$67	-20%	$113	37%	2
Health P&S	$8	40%	$45	43%	7

Source: UNCTAD World Trademap data, ICP Consumer Data, DinarStandard analysis

TOP 10 OIC*
INDUSTRY CLUSTERS (2014)



*OIC=Organization of Islamic Cooperation 57 member countries

Source: UNCTAD World Trademap data, ICP Consumer Data, DinarStandard analysis

A summary profile and opportunity areas of these Industry clusters is below. The Report provides a deeper review of three of these Industry clusters in the following sections:

1. Energy

- Majority of this Sector is Oil & Gas production with Renewable Energy a small but fast growing segment.

- In aggregate, the OIC markets had Energy sector exports of $1.3 trillion in 2013. This is 43% of global exports. Between 2009-13, OIC economies saw Energy exports growth of 109% which was 23% higher than rest of the world.

- OIC economies also imported $209 billion of Energy products in 2013 which was 7% of global imports. Between 2009-13 OIC economies saw Energy sectors import grew 49% which was 3% higher than rest of the world.

- Domestic energy demand across OIC is estimated at $630 billion[1] representing 7.8% of global energy consumption.

- Across MENA region, 20 Oil & Gas related M&A transactions took place in 2014 valued at $4.3 bill. This would be 13% of total M&A deal value in MENA region.

- **Key opportunities:** Even with low oil prices, core Oil and Gas production and consumption markets from the OIC(GCC, Malaysia, Turkey, and Indonesia) are expected to continue with select sector development projects. However down-stream sectors (see Chemical, Plastics clusters) and renewable energy are key growing areas with many governments having aggressive plans to incorporate renewable energy as part of their domestic consumption mix. Primary opportunity focus areas: Renewable sector EPC (Engineering, Procurement and Construction) Services & O&M (Operation & Maintenance companies); Solar/ Wind farm; Bio-energy innovative solutions; Energy storage solutions.

2. Food & Agriculture

(See separate section)

- Key sub sectors include: Animal or vegetable fats and oils; Edible fruit and nuts ; Fish and related; Cocoa and cocoa preparations; Preparations of cereals, flour, starch or milk; Meat and edible meat offal; Residues and waste from the food industries; Sugars and sugar confectionery; Dairy produce

- In aggregate, the OIC markets had $118 bill in Food & Agriculture exports in 2013 which was 8% of worlds total. The sector exports grew 42% CAGR between 2009-13 which was 4% less than world average.

1 Based on 2011 ICP Program domestic spending data on: housing, water, electricity, gas and other fuels

- OIC economies also imported $189 billion of Food & Agriculture products in 2013 which was 13% of global imports. Between 2009-13 OIC economies saw Food Agriculture sectors import grow 65% which was 20% higher than rest of the world.

- Domestic food demand across OIC is estimated at $974 billion[2] representing 16% of global food consumption.

- Across MENA region alone, 35 Food & Agriculture related M&A transactions took place in 2014 worth $825 million. In Turkey during the same period, 44 different Food & Agriculture M&A transactions took place valued at US$ 1.5 bn.

- **Key opportunities:** Driven by fast growing demographic, middle-class and urbanization, as well as competitive domestic companies expanding globally, Islamic markets are major global food and agriculture growth markets. Primary opportunity focus areas: Retail (Supermarkets/ Hypermarkets); Edible oil production; Halal Meat & offal; Food waste/ animal fodder; Prepared cereals, diary; Sugar and sugar confectionary; Cocoa and cocoa products.

3. Electronics (Consumer & Industrial)

- Key sub sector of exports include: Telephony electronics; Electrical transformers; Heaters; Electric accumulators; Microphones, Video recording equipment; Electric motors and generators.

- In aggregate, the OIC markets had Electronics sector exports of $101 billion in 2013. This is 5% of global Electronics exports. Between 2009-13 OIC economies saw Electronics exports growth of 35% which was 6% higher than rest of the world.

- OIC economies also imported $198 billion of Electronics products in 2013 which was 8% of global imports. Between 2009-13 OIC economies saw Electronics sectors import grew 49% which was 3% higher than rest of the world.

- Domestic Electronic products demand across OIC is estimated at $519 billion representing 9% of global Electronics consumption[3].

- **Key opportunities:** With a healthy export base in industrial & consumer electronics manufacturing (5th highest in export volume among the ten clusters,) OIC based Electronics manufacturing is a promising sector cluster. Driven by expected healthy global demand, OIC based manufacturers are well positioned to be scaled for regional/ global competitiveness. Primary opportunity focus areas: Telephony electronics; Batteries; Heaters; Portable electro-mechanical tools; Microphones, Video recording equipment.

2 Based on 2011 ICP Program domestic spending data on: housing, water, electricity, gas and other fuels

3 Based on 2011 ICP Program domestic spending data on: Machinery and equipment

4. Travel & Transportation

(See separate in-depth section)

- Key sub sectors include: Tourism spending; Transportation Services; Automotive/ Parts manufacturing

- In aggregate, the OIC markets had $192.9 bill in Travel & Transportation exports in 2013 which was 6% of worlds total. The sector exports grew 17% CAGR between 2009-13 which was 22% less than world average.

- OIC economies also imported $353 billion of Travel & Transportation products and services in 2013 which was 11% of global imports. Between 2009-13 OIC economies saw Travel & Transportation sectors imports grow 41% which was same as rest of the world.

- Domestic Travel & Transportation demand across OIC is estimated at $323 billion[4] representing 7% of global consumption.

- Across MENA region alone, 38 Travel & Transportation related M&A transactions took place in 2014 worth $1.2 billion.

- **Key opportunities:** OIC travel destinations Dubai (UAE,) Turkey, Indonesia, Malaysia are some of the fastest growing travel markets in the world. Meanwhile, transportation service providers such as the GCC airlines, Turkish airlines, various air/sea-ports and their ecosystem of service providers are becoming global competitors. Also the automotive and parts production is also growing. These present a variety of growth and investment opportunities. Primary opportunity focus areas: Auto parts manufacturing; Airline services/ ecosystem; Family-friendly hotels/resorts (Muslim-friendly); Hotel development in top growth markets.

5. Metals

- Key Metal sub-sectors are: Iron and steel; Copper; Nickel; Aluminum, Lead, Zinc and Tin.

- In aggregate, the OIC markets had Metal sector exports of $85 billion in 2013. This is 7% of global exports. Between 2009-13 OIC economies saw Metals exports growth of 70% which was 26% higher than rest of the world.

- OIC economies also imported $176 billion of Metal in 2013 which was 14% of global imports. Between 2009-13 OIC economies saw Metals sectors import grew 54% which was 12% higher than rest of the world.

- Across MENA region, 6 Mining & Metals related M&A transactions took place in 2014 valued at $9.8 mill only. This would be <1% of total M&A deal value in MENA region.

- **Key opportunities:** OIC Metals exports have seen high growth relative to global exports. Domestic demand within OIC is one of the key reasons as Metals imports within OIC is the

4 Based on 2011 ICP Program domestic spending data on: Transport

The Plastics & Rubber exports grew 101% CAGR from 2009-13 and this was 48% higher than the global growth rate of 53% during the same period.

highest relative to other sector clusters as a percentage of global imports (14% of global imports.) also growing at a higher rate than rest of world metal imports. Given industrial growth and infrastructure spending, this sector provides strng investment opportunities as well. Primary opportunity focus areas: Iron & steel, copper manufacturers; basic/ intermediate metals manufacturing ecosystem in maintenance & service, transportation and storage.

6. Chemicals & Allied

- Key sub-sectors are: Organic; Inorganic chemicals; Pharmaceutical ingredients; Fertilizers; Cosmetics; other

- In aggregate, the OIC markets had Chemical & Allied sector exports of $77 billion in 2013. This is 7% of global exports. Between 2009-13 OIC economies saw Chemicals & Allied exports growth of 95% which was 52% higher than rest of the world.

- OIC economies also imported $99.7 billion of Chemical & Allied products in 2013 which was 9% of global imports. Between 2009-13 OIC economies saw Chemicals & Allied sectors imports grew 67% which was 25% higher than rest of the world.

- Domestic Chemical & Allied products demand across OIC is estimated at $165 billion representing 8% of global consumption[5].

- **Key opportunities:** Chemical & Allied sector exports grew the fastest among the ten OIC sector clusters relative to the world (net 52%, 2009-13) implying tremendous momentum. With low oil prices this trend is expected as Oil & Gas producers look to further develop their downstream sectors. Primary opportunity focus areas: Paints & coatings manufacturing, fertilizers, cleaning agents; basic/ intermediate chemical manufacturing ecosystem in maintenance & service, transportation and storage; Halal certified Pharma, cosmetics/ personal care ingredients.

7. Plastics / Rubber

(See separate in-depth section)

- Key sub sectors include: Plastics upstream and downstream manufacturing; Rubber upstream and downstream manufacturing; Recycling plants

- In aggregate, the OIC markets had $69.8 billion in Plastics & Rubber exports in 2013 which was 9% of worlds total. The Plastics & Rubber exports grew 101% CAGR from 2009-13 and this was 48% higher than the global growth rate of 53% during the same period.

- OIC economies also imported $83 billion of Platics & Rubber products in 2013 which was 10% of global imports. Between 2009-13 OIC economies saw Plastics & Rubber sectors imports grow 85% which was 31% higher than rest of the world.

5 Based on 2011 ICP Program domestic spending data on: Furnishings, household equipment and maintenance

- **Key opportunities:** With low oil prices, down-stream petrochemical raw materials for plastics as well as growth in automotive sales positively impacting rubber sales making Plastics & Rubber sectors across Islamic growth markets one of the most attractive segments to consider. Primary opportunity focus areas: Plastics & Rubber upstream manufacturers, Eco-friendly products, Recycling plants.

8. Textiles & Related

- Key sub-sectors are: Textiles; Raw Hides, Skins, Leather, & Furs ; Footwear & Headgear

- In aggregate, the OIC markets had Textiles & Related sector exports of $116 billion in 2013. This is 11% of global exports. Between 2009-13 OIC economies saw Textiles & Related exports growth of 48% which was 6% higher than rest of the world.

- OIC economies also imported $99 billion of Textiles & Related products in 2013 which was 10% of global imports. Between 2009-13 OIC economies saw Textil & Related sectors imports grew 81% which was 45% higher than rest of the world.

- Domestic Textiles & Related products demand across OIC is estimated at $185 billion representing 9.6% of global consumption[6].

- **Key opportunities:** Fast growing imports reflect growing urbanization and middle-class growth in key growth markets. Meanwhile, Textile is the 4th largest sector grouping among the ten clusters by volume of exports and has second highest share of world exports after Energy sector exports (11% of world exports) reflecting strong OIC markets Textile & Related production activity. Primary opportunity focus areas: Textile manufacturers, Modest fashion brand development to capitalize on growing 'Muslim-friendly fashion/ ecommerce, footwear.

9. Infrastructure & Construction

- In aggregate, the OIC markets had Infrastructure & Construction sector exports of $67 billion in 2013. This is 8% of global exports. Between 2009-13 OIC economies saw Infrastructure & Construction exports growth of 41% which was 20% lower than rest of the world.

- OIC economies also imported $113 billion of Infrastructure & Construction services in 2013 which was 14% of global imports. Between 2009-13 OIC economies saw Infrastructure & Construction imports growth of 91% which was 37% higher than rest of the world.

- Domestic Infrastructure & Construction demand across OIC is estimated at $762 billion representing 8.6% of global consumption[7].

6 Based on 2011 ICP Program domestic spending data on: Clothing and footwear

7 Based on 2011 ICP Program domestic spending data on: Construction

Major government led 10 year infrastructure spending plans in the GCC countries, Indonesia, Turkey, Malaysia and Morocco are a key driver (estimated $2 trillion+ planned projects.)

- Across MENA region, 24 Construction related M&A transactions took place in 2014 valued at $2.8 bill. This would be 8% of total M&A deal value in MENA region.

- **Key opportunities:** Major government led 10 year infrastructure spending plans in the GCC countries, Indonesia, Turkey, Malaysia and Morocco are a key driver (estimated $2 trillion+ planned projects.) In addition, imports grew by 91% (2009-13) across OIC markets reflecting strong domestic expenditure/ demand. This implies continued momentum in domestic market infrastructure and construction sector opportunities—especially around PPP (Public-Private Partnership) projects and private sector ecosystem investments. Primary sub-sector focus areas: Power/utility, Roads, Rail, O&M (Operations & Maintenance,) Machinery/ Equipment distributors companies.

10. Health Products & Services

- Key sub-sectors are: Health services; Pharmaceutical products; Medical devices

- In aggregate, the OIC markets had Health Products & Services sector exports of $7.7 billion in 2013. This is only 1% of global exports. However, between 2009-13 OIC economies saw Health Products & Services exports growth of 60% which was 40% higher than rest of the world.

- OIC economies also imported $45 billion of Health Products & Services in 2013 which was 6% of global imports.

- Domestic Health Products & Services demand across OIC is estimated at $198 billion representing 3.3% of global consumption[8].

- Across MENA region,12 Health Care related M&A transactions took place in 2014 valued at $425 mill. This would be 1.3% of total M&A deal value in MENA region.

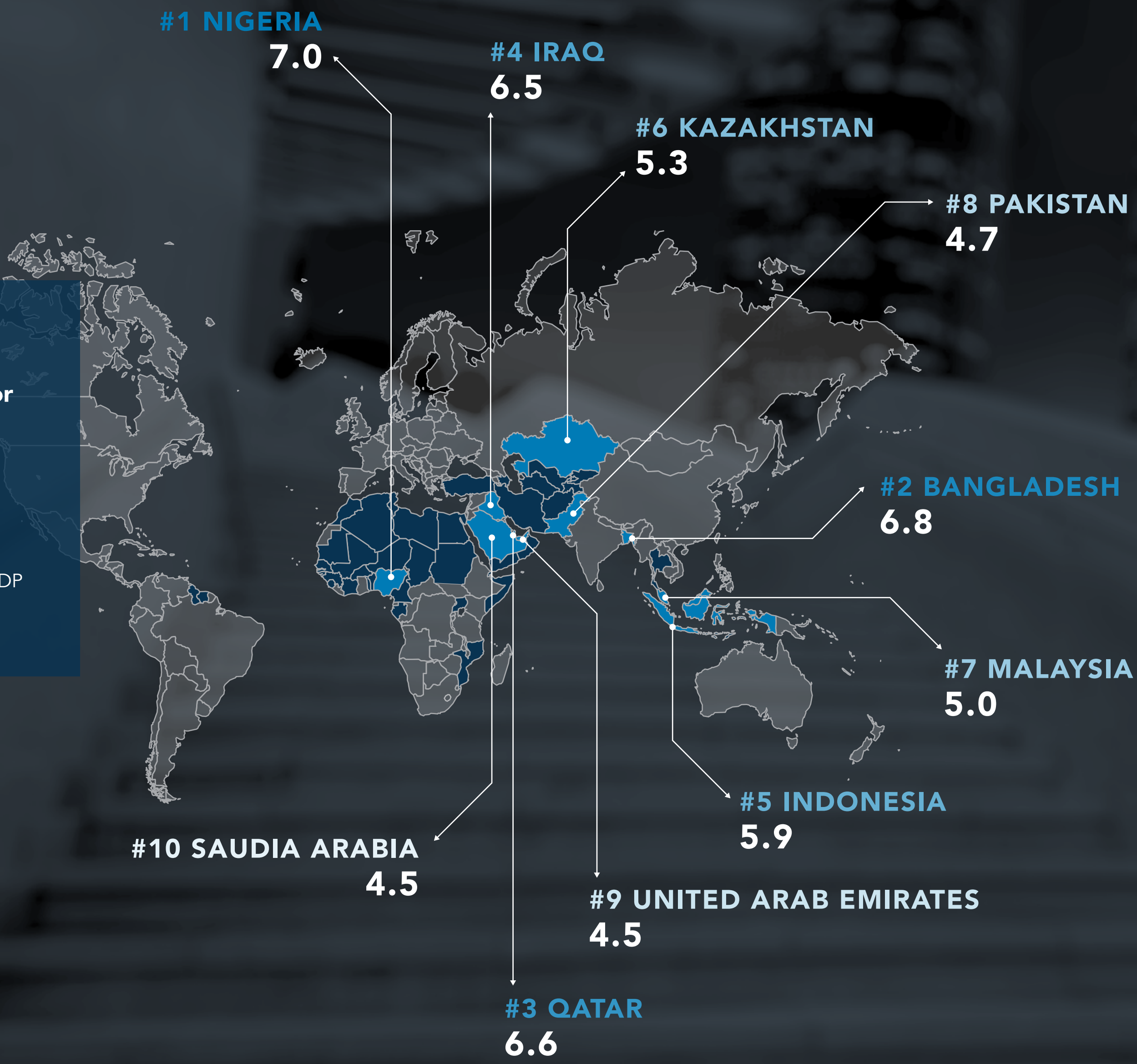
- **Key opportunities:** Health Products & Services exports are a mere 1% of global exports, least among the other ten sectors which average 8% (this is not including Energy which would skew the average.) However this sector grouping has one of the highest net growth in exports from the OIC (2009-13.) Imports also saw a very high (43%) net growth in these markets. This implies a gap and momentum which presents itself as a major opportunity for growth and investments in domestic players expanding regionally as well as serving domestic market needs. Key segments of opportunities are in pharmaceuticals manufacturing & medical devices. as well as serving domestic market needs. Key segments of opportunities are in pharmaceuticals manufacturing & medical devices.

8 Based on 2011 ICP Program domestic spending data on: Health

BASICS OF THE OIC* ECONOMIES

GROWING ECONOMIES:

TOP AVERAGE GDP % GROWTH (PROJECTED 2015 - 2019)



Top 10 OIC Countries accounted for

71.3%

of total group's GDP

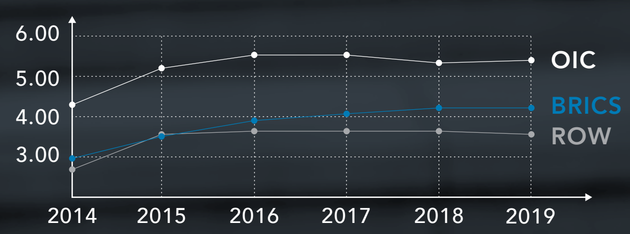
OIC´s REPRESENTATION IN GLOBAL GPD

2013	2019
USD $6.7 TRILLION (10%)	USD $10.1 TRILLION (9.9%)

2013 Today 2019

OIC´s REAL GDP GROWTH %YOY

Average 5.4% versus rest of world (ROW) 3.6% and BRICS 3.9%



*OIC=Organization of Islamic Cooperation 57 member countries

ATTRACTIVE DEMOGRAPHICS:

YOUNG POPULATION
Projected median age by 2030

OIC MEMBER STATES
30 years old

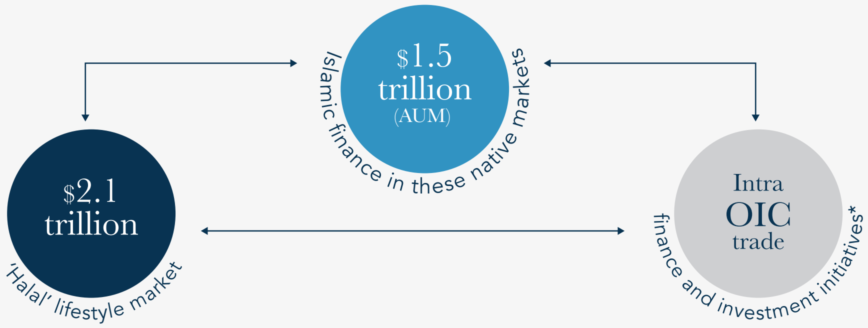
NORTHERN AMERICA & EUROPE
44 years old

RISING POPULATION
Growing at **twice the rate of the rest of world** population over the next two decades

2010	2030
1.6 BILLION PEOPLE	2.2 BILLION PEOPLE
23.4% of global population	26.4% of global population

2010 — Today — 2030

OIC MARKET INTERCONNECTEDNESS



*led by the OIC member multilateral financing group the IDB ($20 bill AUM)

INVESTMENT ATTRACTIVENESS:

OIC Markets considered
EMERGING MARKETS*

- Egypt
- Morocco
- Turkey
- Indonesia
- Malaysia
- Qatar
- UAE

OIC Markets considered
FRONTIER MARKETS*

- Kazakhstan
- Nigeria
- Tunisia
- Bahrain
- Jordan
- Kuwait
- Lebanon
- Oman
- Bangladesh
- Pakistan

* by MSCI

TOP FDI MARKETS FROM THE OIC
(2012 & 2013 - US$ Bill)

	2012	2013
Indonesia	19.1	18.4
Turkey	13.2	12.9
Malaysia	10.2	12.3
UAE	9.6	10.5
Kazakhstan	13.8	9.7
Saudi Arabia	12.2	9.3
Mozambique	5.6	5.9
Nigeria	7.1	5.6
Egypt	6.9	5.6
Morocoo	2.7	3.4

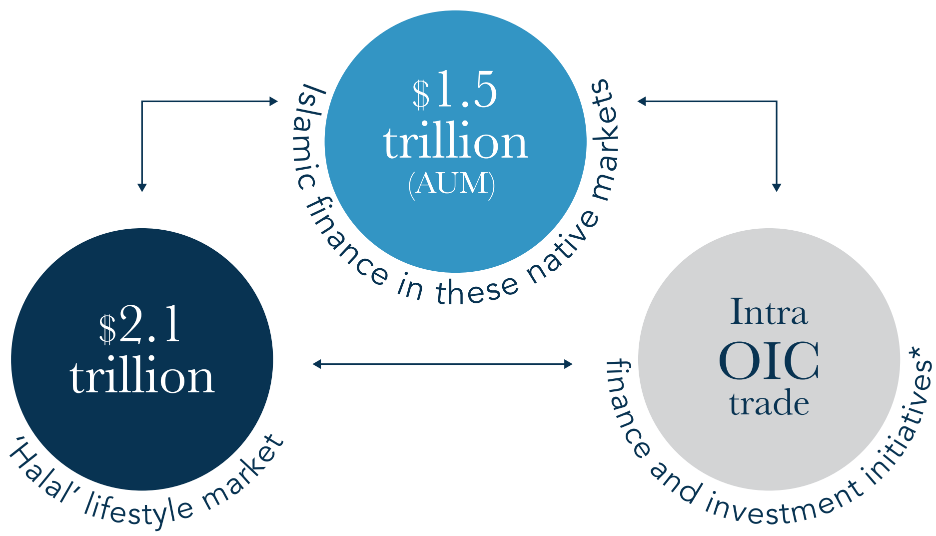
LEADING BRANDS*

Emirates	Vestel	Petronas	Petrol Ofisi	Ülker
Countries in: 60	Countries in: 110	Countries in: 10	Countries in: 20	Countries in: 90
8 US$ bill. Annual Revenue contribution	**4.5 US$ bill.** Annual Revenue contribution	**8.5 US$ bill.** Annual Revenue contribution	**9.5 US$ bill.** Annual Revenue contribution	**4.5 US$ bill.** Annual Revenue contribution

*Aproximate values. From DinarStandard's DS100 2012 ranking

OIC ECONOMIES AS AN INVESTMENT THEME

Three key drivers connect these widely geographically and culturally distributed 57 countries. These are:



Their is an underlying faith-based driver of these countries with mostly Muslim majority populations that is driving the potential $2 trillion global Halal food and lifestyle sector space.

Islamic Finance connectivity and key growth markets: The fast growing $1.6 trill in Assets Islamic finance industry is native to OIC member countries, given their significant Muslim populations. This is a major factor of economic connectivity across the OIC markets. Cross market expansion of Islamic banks, from GCC and Malaysia, is a key visible sign of the connectedness among these geographically disparate markets. In addition, the 57 mostly Muslim-majority member countries of the OIC (Organization of Islamic Cooperation) share a population that is young with their projected median age being 30 years by 2030 compared to 44 years for North America and Europe. 9 of the top 30 emerging markets globally, according to the Global Intelligence Alliance, are OIC countries. These include Indonesia, Turkey, Malaysia, Nigeria, Saudi Arabia, UAE, Egypt, Bangladesh and Pakistan.

'Halal' lifestyle market: Their is an underlying faith-based driver of these countries with mostly Muslim majority populations that is driving the potential $2 trillion global Halal food and lifestyle sector space (modest fashion, travel, media/ recreation, pharmaceutical, cosmetics)[9].

Intra-OIC trade growth: There is also a clear drive to develop intra-OIC trade, which is also facilitating development of the Islamic economy sectors. Increased Intra-OIC trade, finance and investments are being led by the OIC member multilateral financing group, the IDB, Islamic Development Bank (capitalised at $150 billion.) Various trade-agreements are also being developed among the 57 mostly Muslim-majority member countries. Intra-OIC trade is expected to reach 20% by 2015. As an example, Malaysia's trade with the UAE reached $8.0 billion in 2012 increasing from $6.8 billion in 2011, making the UAE, Malaysia's largest trade partner.[10] This growth is facilitating Islamic Finance and Halal Food related-trade as well.

9 State of the Global Islamic Economy Report 2014/2015: ThomsonReuters/DinarStandard

10 Arabnews.com/news/466315

A NEW INVESTMENT VIEW — SECTOR-BASED CROSS ISLAMIC GROWTH MARKET OPPORTUNITIES

Clearly, growth opportunities are in abundance within the connected Islamic marketplace. Yet, there is still a lack of investment approach that fully leverages all the different connections between Islamic markets.

Most Islamic marketplace investments have focused on national level or sub-regional level opportunities (i.e. GCC, Southeast Asia, Central Asia). As an illustration, from MENA region, there were 386 total M&A deals reported worth $32 billion in 2014. Out of these, 193 were GCC based, 129 Levant based, 45 in western developed markets. Only 8 deals were with other OIC markets. Similarly out of 48 PE deals reported in 2014, only three were with other OIC countries (Turkey.)

While there will always be many opportunities at these levels, local and regional deals are getting competitive and saturated. A new view exists in looking at investment opportunities across the wider set of Islamic growth markets by taking an industry value chain complementarities approach across the full geographic spectrum of the Islamic marketplace.

To better study and identify investment opportunities in real economy sectors across the Islamic marketplace an *OIC*[11] *Industry Clustering Model* (Hubs & Nodes) was developed by DinarStandard, a research and advisory firm focused on Islamic and global ethical markets. Because there are different strengths in the value chain of an industry across select cities, or regions across the Islamic marketplace, the *OIC Industry Clustering Model* identifies unique region-wide roll-up, carve-out, growth, operation-value-creation and alliance opportunities across a sector's value chain.

Identifying investment opportunities across sector value-chains

The model illustrates a growing global practice that is unlike the more familiar geographically centered industry clusters, the foremost example being Silicon Valley as the global tech hub. For example, at the corporate level, companies such as *Procter & Gamble* recognize the value of conducting R&D globally within same product categories instead of limiting its work geographically.

In this model, **Hubs**, **Nodes** and **Clusters** are identified across Islamic markets. A Hub is a particular location that has sufficient critical mass to support driving development in a sector, a

11 Organization of Islamic Cooperation 57 member countries. (of which 56 are IDB members)

In this model, Hubs, Nodes and Clusters are identified across Islamic markets. A Hub is a particular location that has sufficient critical mass to support driving development in a sector, a Node is a location that can significantly support the Hub with complementary processes.

Node is a location that can significantly support the Hub with complementary processes, and together, these Hubs and Nodes combine[12] a complementary set of competencies within various regions to deliver a more robust **Cluster**.

Take, for example, the Food & Agriculture sector Cluster. Indonesia, Malaysia, and Turkey are the key Hubs driving development of the sector across the global Islamic marketplace. Countries such as Pakistan, Morocco, UAE and Egypt are Nodes supporting these Hubs with their complementary strengths.

Within Food & Agra sectors alone, the model has identified 23 Food & Agriculture sub-sectors in which different Islamic markets have complementary competencies across the respective industry value chains. The thousands of publicly listed, private- and government-owned corporates domiciled in these markets together present a set of unique opportunities. Opportunities also exist in the form of new greenfield projects especially in fast growing markets with major trade gaps.

For greenfield projects, fast growing markets present new opportunities. In the Food & Agriculture space the unique 'Halal' integrity value chain is creating differentiated opportunities as well.

Another core aspect of investment opportunity offered by the 57 countries is their complementary nature in supply and demand of trade. Select economies are major exporters of same sector products and services whereas another set is a major importer of the same set of sectors offering opportunities to increase intra-country trade.

Industry clusters across Islamic markets are also found in other sectors: Retail, Infrastructure & Construction, Energy, Healthcare, Travel/Logistics, Telecom/IT; and in manufacturing: Automobile, Pharmaceuticals, Textile, Defense, and Basic materials.

The inherent connectivity of the Islamic marketplace needs to be better leveraged. A combination of 'real economy' sector view across Islamic markets, presents a new set of opportunities — one that could take many of the budding corporates to become best-in-class and global brands with quality returns for investors.

12 "From Clusters of Industry to Clusters of Knowledge & Competency," New Economy Strategies, LLC

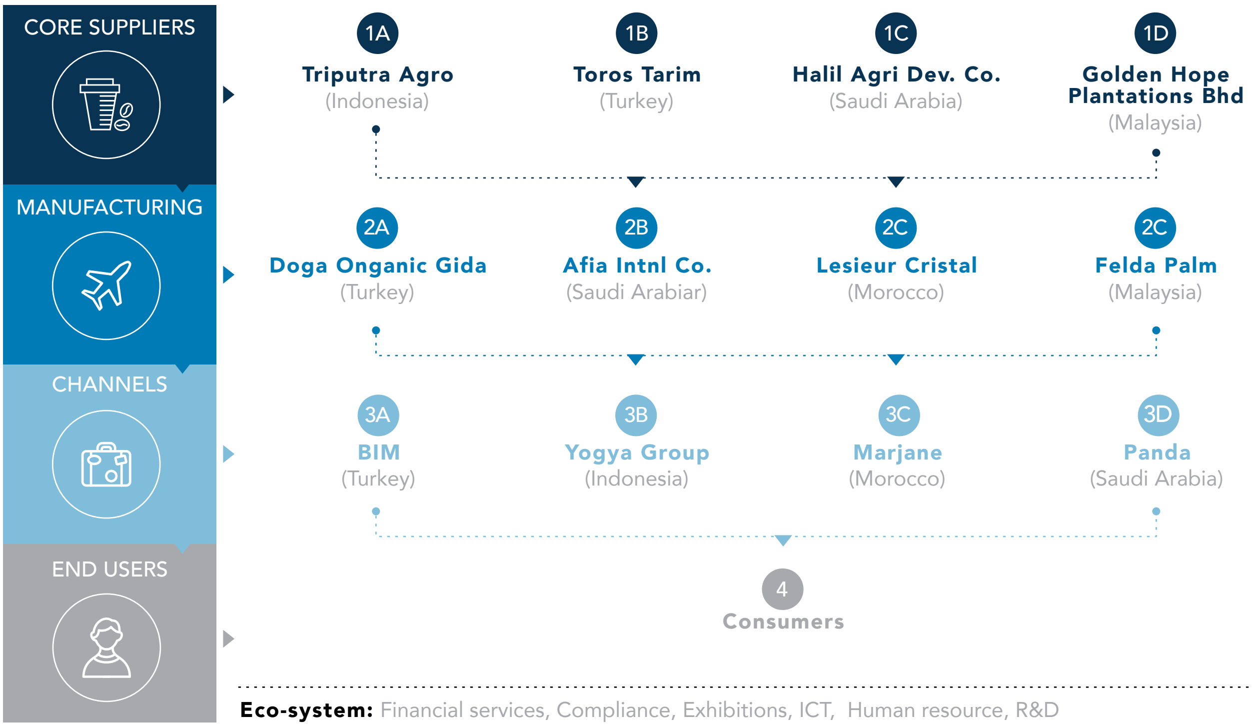
EXAMPLE* INDUSTRY CLUSTERS MODEL: EDIBLE OIL SECTOR VALUE-CHAIN OPPORTUNITY IDENTIFICATION

CORPORATE

M&A, JV, PE and other investment opportunities from complimentary competencies across companies in value-chain across Islamic markets with inefficiencies, product gaps, distribution, and expansion needs.

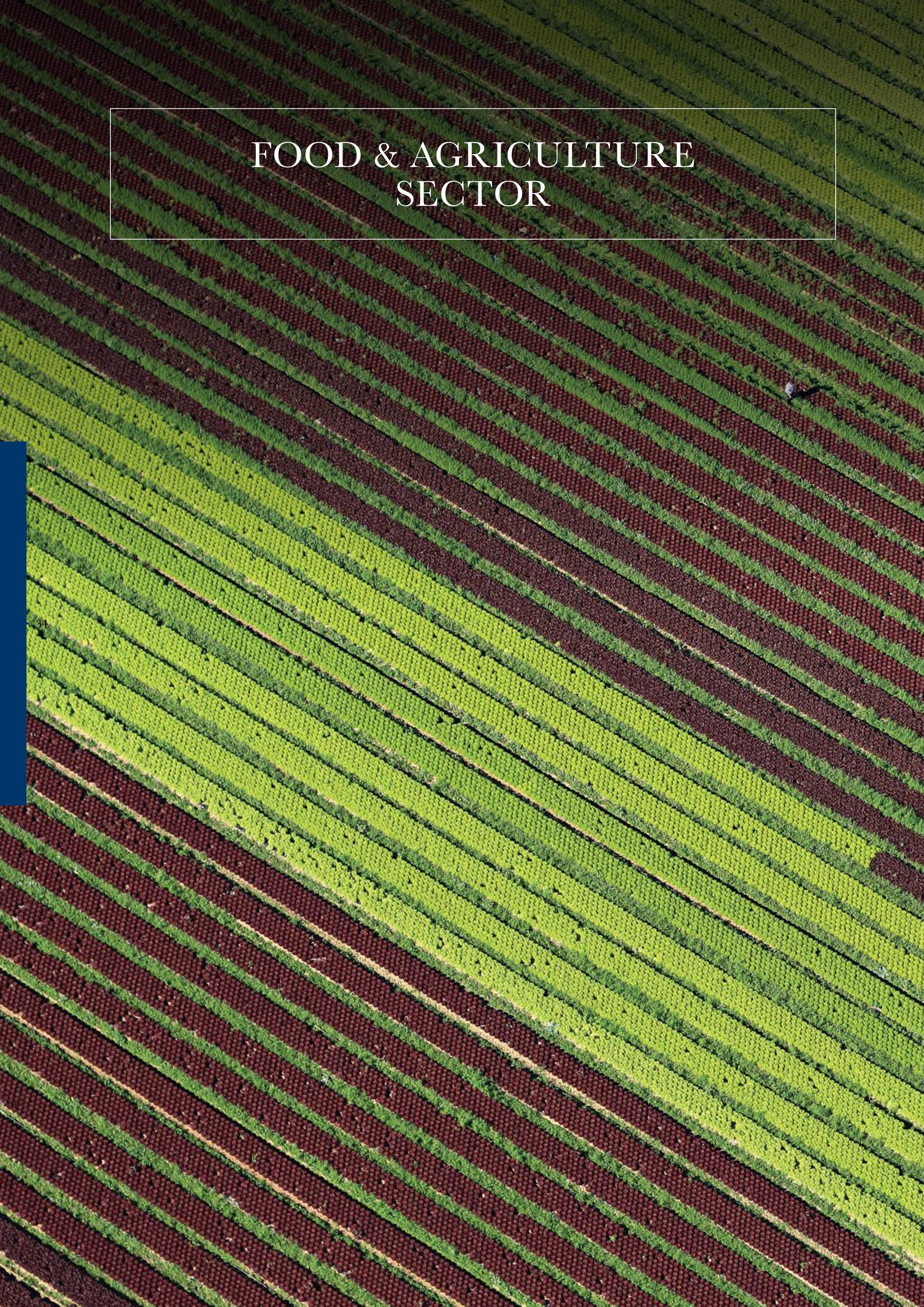
GREENFIELD

Growth market opportunities; PPP projects; Halal value chain projects; Import/Export complementarity



* DinarStandard OIC-Industry Cluster Model – Illustrative Example. Company names do not represent actual investment opportunities.

FOOD & AGRICULTURE SECTOR

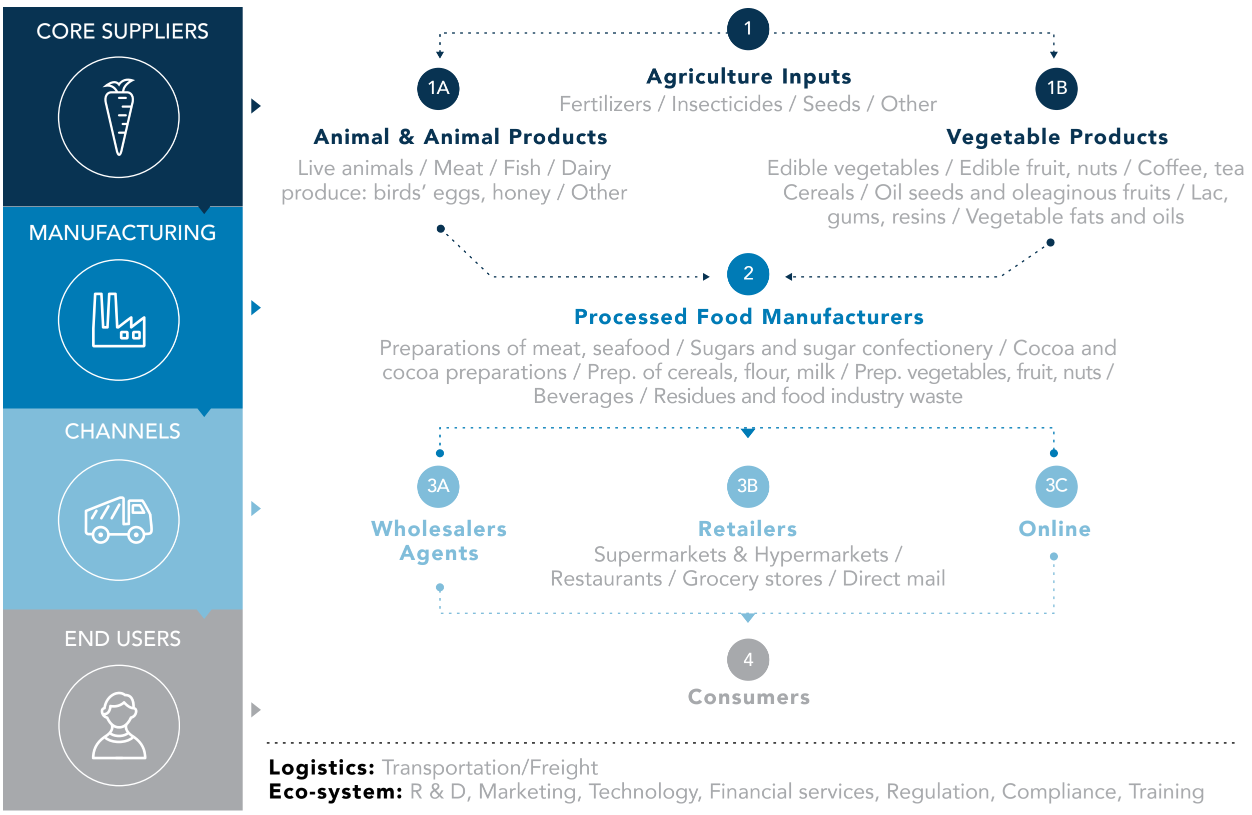


Food & Agriculture sectors together represent one of the largest sectors of the OIC economies. As an overall attractive sector it is only behind Energy sector. In total OIC economies produced **$118 bill in 'Food & Agriculture' exports in 2013 which was 8% of worlds total.**

The sector exports **grew 42% CAGR between 2009-13, which was 4% less than the world average.** The sector has seen significant investment interest from M&A, IPO, PE and greenfield project investments. **Lulu Group, a regional retail giant** from the UAE acquired The East India Company Limited, UK as part of its expansion strategy. BRF Brasil Food from Brazil has acquired Federal Foods UAE as part of it various investments to expand in the MENA markets and further solidify its position in the global Halal food value chain.

DinarStandard's coverage of this sector includes Core suppliers (Animal & Animal products, Vegetable Products, other) Food Processors/ manufacturers (meat preparation, sugars, confectionary, cocoa preparations, other,) Distribution channels including modern retail concepts of hypermarkets. The referenced Sector value-chain chart demonstrates the flow of goods and services and sub-sectors that present opportunities for investments.

SECTOR VALUE-CHAIN



Top OIC Export Sectors (by value, 2013)

	EXPORT VALUE USD ('000)	CAGR (2009-13)	% OF WORLD
Animal or vegetable fats and oils; prepared edible fats	$39,696,289	10.1%	40%
Edible fruit and nuts	$10,301,629	8.1%	11%
Fish and crustaceans, molluscs and other	$8,079,171	8.2%	8%
Cocoa and cocoa preparations	$7,995,986	-2.5%	18%
Preparations of cereals, flour, starch or milk; pastrycooks' products	$5,161,536	17.6%	8%

Top OIC Export Sectors (by % growth, 2013)

	EXPORT VALUE USD ('000)	CAGR (2009-13)	% OF WORLD
Meat and edible meat offal	$ 1,189,500	22.0%	1%
Residues and waste from the food industries; prepared animal fodder	$ 2,247,213	19.7%	3%
Preparations of cereals, flour, starch or milk; pastrycooks' products	$ 5,161,536	17.6%	8%
Sugars and sugar confectionery	$ 4,146,142	16.9%	8%
Miscellaneous edible preparations	$ 3,948,710	16.5%	7%

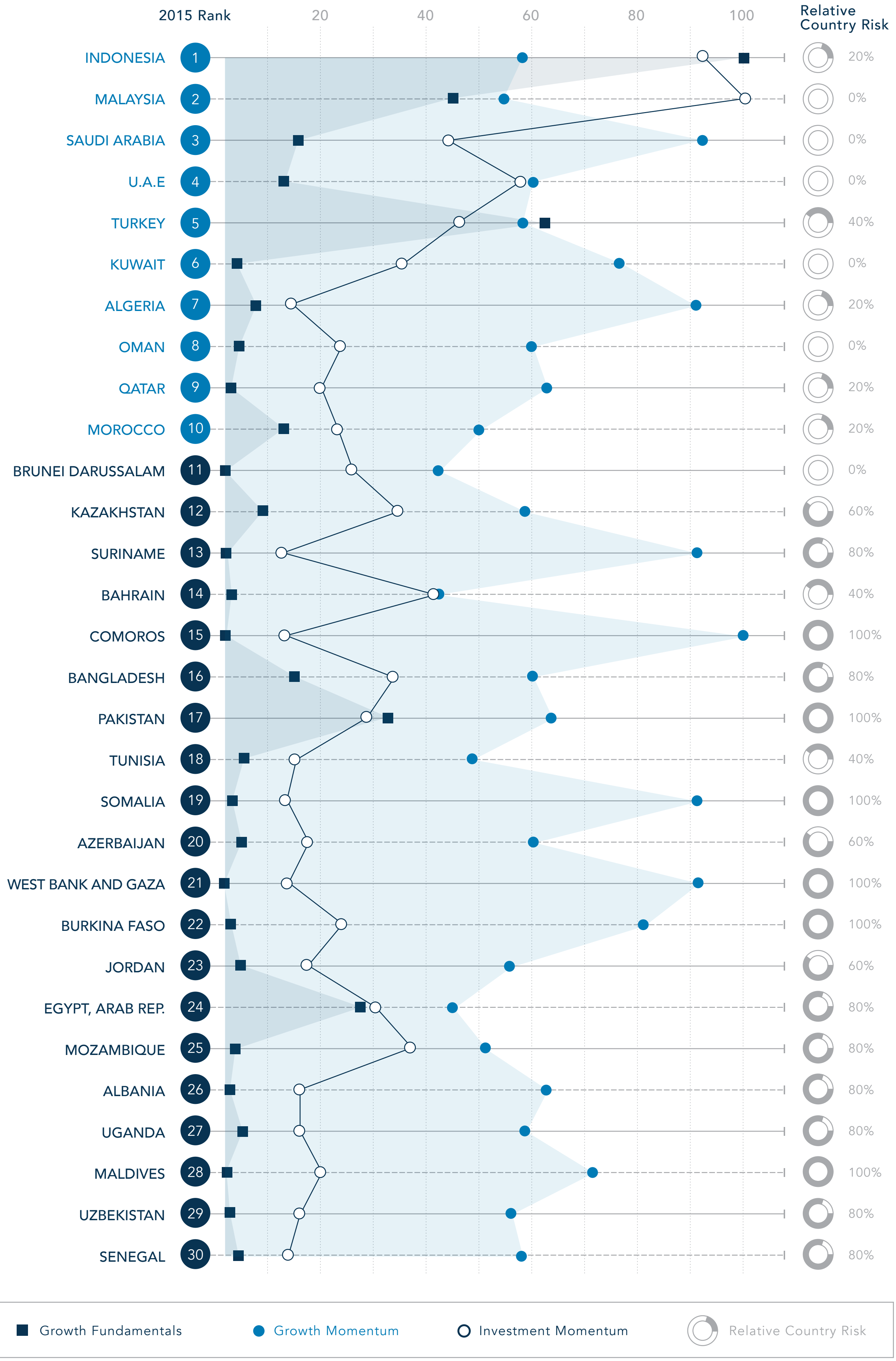
Top OIC Import Sectors (by % growth, 2013)

	IMPORT VALUE USD ('000)	CAGR (2009-13)	% OF WORLD
Cereals (rice, wheat, corn, other)	$ 41,647,952	11.1%	32%
Animal or vegetable fats and oils; prepared edible fats	$ 17,306,961	10.0%	17%
Dairy produce; birds' eggs; natural honey	$ 14,799,742	14.6%	16%
Sugars and sugar confectionery	$ 13,147,247	12.7%	25%
Meat and edible meat offal	$ 11,678,177	15.0%	10%

A day-old chick sticks its head out of a bin at the Wadi Hatcheries in Sadat City March 8, 2007. The Wadi Hatcheries hatches 400,000 chicks daily and is the largest hatchling factory in the Middle East. Since bird flu appeared in Egypt, workers have started manually inoculating day-old chicks, born from disinfected eggs laid by vaccinated birds, after plant management determined that automated vaccination could miss some chicks. Picture taken March 8, 2007. To match feature BIRDFLU-EGYPT/ REUTERS

From among the 57 OIC economies, below is listing of top 30 Food & Agriculture' sector investment growth markets. The underlying metrics fall under: 1) Sector fundamentals, 2) Sector growth momentum, 3) Country macro-level investment momentum, 4) Country overall risk. The specific metrics and criteria are mentioned in the Appendix.

2015 ISLAMIC GROWTH MARKETS:
FOOD & AGRICULTURE INVESTMENT INDEX™



Indonesia

The Index ranks Indonesia as the most opportune food & agriculture sector for growth and investment. A key driver is Indonesia's middle class population growth — which is predicted to reach 90 million by 2030 from 45 million in 2010[1], therefore pushing demand for food products significantly. Also, Indonesia is a leading producer and exporter of agricultural products such as palm oil, cocoa, coffee and tea providing close proximity to supplies for food manufacturers. As a result, many multinational food processing companies have established manufacturing facilities including Unilever, Coca-Cola, and Kraft Foods. Domestic competitiveness is also growing with major local players being Kalbe (meal replacement, snack bars, juice), Ultrajaya (milk), Garuda Food (snacks), and Sinar Sosro (beverages).

Currently, Indonesia's food market is estimated to have a total annual value of more than IDR 500 trillion (USD 42.5 billion). This opportunity has attracted a number of investment projects in the food manufacturing industry in recent years; FDI projects in the sector soared by more than 400%-from 194 projects in 2010 to 797 projects in 2013. Food crops and plantation projects also increased over the four years by 327%[2].

Turkey

With a favorable climate (2 to 4 times crop in a year) and geographic conditions (connecting three continents), Turkey is one of the strongest countries globally in terms of agricultural production. Due to internal immigration from farmlands (i.e. urbanization) in the last 20 years, government is currently providing generous support to farmers, which will encourage key players to further expand in the sector. Grocery retail industry is also showing robust growth potential, as there is a huge gap for organized (currently 50 percent of total retailing) retailers compared to unorganized retailing.

An area of opportunity being seen is the high political tension between Russia and Europe which has caused a ban of European fruits and vegetables in Russia. Turkey's agriculture industry is expected to benefit from this political development. However the major growth drivers for processed food and drink investments is the changing consumer culture which is moving towards more food spending out of home.

In 2014, 44 different Food & Agriculture mergers and acquisition transactions took place valued at US$ 1.5 bn.

1 http://www.thejakartapost.com/news/2014/02/24/food-manufacturers-move-thriving-restaurant-business.html

2 Indonesia Investment Board, 2014

Saudi Arabia

Food consumption is highly correlated with the country's population and Saudi Arabia's population, currently at 29 million, has grown 7.5% since 2009[3] and is expected to reach 31 million in 2018[4]. — this sector has attracted and continues to attract national and foreign investment multinational which help to improve the sector dynamism. Mars has started construction of a new chocolate facility in Saudi Arabia and Nestlé continues to ramp up its investments[5]. On a regional basis, Modern grocery stores penetration is low and Saudi Arabia has lagged behind Gulf states such as the UAE. Given the country's large population and enviable economic profile, increased formalization of the sector is a trend that is expected to gain momentum as both domestic and international investors target the increasing spending power of the Saudi consumer.

Panda (owned by Savola) is market leader and is pursuing an interesting expansion both organic and through acquisition – in October 2009 acquired the Géant supermarket banner owned by FAG.

Indonesia's FDI in Food 7 Agriculture sector soared by more than 400% — from 194 projects in 2010 to 797 projects in 2013. Food crops and plantation projects also increased over the four years by 327%.

3 World Bank

4 BMI – Food and Drink 2015 Q1

5 BMI – Food and Drink 2015 Q1

OIC FOOD & AGRICULTURE: INDUSTRY CLUSTER VIEW

Besides looking at individual markets alone, a longer-term and more competitive investment strategy with wider market reach can be achieved from engaging the OIC-wide food & agriculture cluster. **Key inter-connected value-creation elements** for Islamic growth markets-wide Food & Agriculture investment theme are: 1) Islamic financing needs of many growing domestic brands, 2) Leveraging the growing importance of 'Halal' integrity within industry value-chain, 3) A set of growth markets with similar market demographics (young, growing middle-class, urbanization).

FOOD & AGRICULTURE OIC INDUSTRY CLUSTER

		CORE SUPPLIERS		MANUFACTURERS	DISTRIBUTION
2015 Rank		Animal Products	Vegetable Products	Food Manufacturing	Food Retail/Consumer
INDONESIA	1	Hub	Hub	Hub	Hub
MALAYSIA	2	Hub	Hub	Hub	Node
SAUDI ARABIA	3	Hub		Node	Hub
U.A.E	4	Node	Node	Node	Node
TURKEY	5	Hub	Hub	Hub	Hub
KUWAIT	6				
ALGERIA	7				Node
OMAN	8	Node			
QATAR	9				
MOROCCO	10	Node	Node	Node	Node
BRUNEI DARUSSALAM	11				
KAZAKHSTAN	12		Node		
SURINAME	13				
BAHRAIN	14				
COMOROS	15				
BANGLADESH	16	Node			Node
PAKISTAN	17	Node	Node	Node	Node
TUNISIA	18		Node	Node	
SOMALIA	19	Node			
AZERBAIJAN	20				
WEST BANK AND GAZA	21				
BURKINA FASO	22				
JORDAN	23				
EGYPT, ARAB REP.	24	Node	Node	Node	Node
MOZAMBIQUE	25				
ALBANIA	26				
UGANDA	27		Node		
MALDIVES	28				
UZBEKISTAN	29				
SENEGAL	30				

Hub Node

Source: DinarStandard OIC Industry Clusters Model

SELECT TRANSACTIONS

Across MENA region alone, 35 Food & Agriculture related M&A transactions took place in 2014 worth $825 million. In Turkey during the same period, 44 different Food & Agriculture M&A transactions took place valued at US$ 1.5 bn. The following are some notable M&A transactions in the food and agriculture sector in OIC markets from 2014:

COMPANY	POSITION	COUNTRY	% BOUGHT/ VALUE
Sanam Agro	Acquirer	Morocco	4.59%
Unimer Group	Target	Morocco	
The National Investor Private Joint Stock Company	Acquirer	UAE	50%
National Catering Company	Target	UAE	
Groupe Lactalis S.A.	Acquirer	France	100%
The Arab Dairy Products Company	Target	Egypt	
Yemeksepeti	Acquirer	Turkey	-
ifood.jo	Target	Jordan	
Arrow Food Distribution Company	Acquirer	Saudi Arabia	51%
The Arab Dairy Products Company	Target	Egypt	
Abdullah Ali Almunajem Sons Company	Acquirer	Saudi Arabia	25%
Doux S.A.	Target	France	
LuLu Group International	Acquirer	UAE	10%
The East India Company Limited	Target	United Kingdom	
LuLu Group International	Acquirer	UAE	40%
East India Fine Foods Ltd	Target	United Kingdom	
VRS Foods Limited	Acquirer	India	100%
The Arab Dairy Products Company	Target	Egypt	
Savola Group Company	Acquirer	Saudi Arabia	-
Kuwait Food Company K.S.C.P.	Target	Kuwait	
Danah Al Safat Foodstuff Company K.P.S.C.	Acquirer	Kuwait	100%
Egyptian Dairy & Foodstuff Company	Target	Egypt	
Qurain Petrochemical Industries Company K.S.C.P.	Acquirer	Kuwait	11.11%
Saudi Dairy and Foodstuff Company S.S.C.	Target	Saudi Arabia	
Kout Food Group K.S.C.	Acquirer	Kuwait	100%
Coffee Snobs Ltd	Target	United Kingdom	
Aujan Coca-Cola Beverages Company	Acquirer	UAE	80%
National Beverage Company — Lebanon	Target	Lebanon	
Olayan Financing Company	Acquirer	Saudi Arabia	51%
Gulf Union Foods Company	Target	Saudi Arabia	
GrainCorp Ltd	Acquirer	Australia	10%
Five Star Flour Mills Co	Target	Egypt	
Al Wathba National Insurance Co. P.S.C.	Acquirer	UAE	22.66%
FOODCO Holding PJSC	Target	UAE	

COMPANY	POSITION	COUNTRY	% BOUGHT/ VALUE
BRF Brasil Foods SA	Acquirer	Brazil	-
Federal Foods	Target	UAE	
Abdullatif Alissa Group Holding Co.	Acquirer	Saudi Arabia	35%
Tania Bottled Water Company	Target	Saudi Arabia	
Wilmar International Ltd	Acquirer	Singapore	0.83%
Cosumar S.A.	Target	Morocco	
BRF Brasil Foods SA	Acquirer	Brazil	40%
Al Khan Foodstuff	Target	Oman	
The Abraaj Group	Acquirer	UAE	80%
Yorsan Gida Mamulleri A.S.	Target	Turkey	
Waha Beverages B.V.	Acquirer	Netherlands	15%
Al Waha for Soft Drinks, Mineral Water and Juices LLC	Target	Iraq	
Almarai Company	Acquirer	Saudi Arabia	50%
International Pediatric Nutrition Company	Target	Saudi Arabia	
Everstone Capital Ltd	Acquirer	Singapore	51%/ $20 mill
PT DOM Pizza Indonesia.	Target	Indonesia	
QSR Indoburger Pte Ltd	Acquirer	Singapore	80%
PT Sari Burger Indonesia	Target	Indonesia	
Indofood CBP Sukses Makmur (ICBP)	Acquirer	Indonesia	100%
Danone Dairy Indonesia	Target	Indonesia	
Lesaffre et Cie SA	Acquirer	France	$220 mill
Dosu Maya Mayacilik AS	Target	Turkey	
Ulker Bisküvi	Acquirer	Turkey	30%/ $95 mill
Biskot Bisküvi	Target	Turkey	
Namet	Acquirer	Turkey	100%/ $75 mill
Maret	Target	Turkey	
Tat Gida	Acquirer	Turkey	100%/ $15 mill
Moova	Target	Turkey	
Et ve Balık Kurumu	Acquirer	Turkey	$13 mill
Buca Entegre Meat	Target	Turkey	
Marka PJSC	Acquirer	UAE	100%
Retailcorp Brands	Target	UAE	
ME Digital Group	Acquirer	UAE	100%
Cobone.com	Target	UAE	
LuLu Group International	Acquirer	UAE	10%
The East India Company Limited	Target	United Kingdom	
LuLu Group International	Acquirer	UAE	40%
East India Fine Foods Ltd	Target	United Kingdom	
Future Arab Investment Company	Acquirer	Jordan	40%
Bakery and Supermarket Al-Ghani	Target	Jordan	

SOURCE:ZAWYA ISLAMIC FOR MENA DEALS; DINARSTANDARD FOR TURKEY AND INDONESIA

KEY INVESTMENT OPPORTUNITY THEMES

Food & Agriculture sectors across Islamic growth markets present rich set of investment opportunities in growing enterprises from individual markets. From the *Food & Agriculture Investment Index,* the top markets**, Indonesia, Malaysia, Saudi Arabia, UAE,** and **Turkey** are certain hot-spots for investments in their own rights. Others markets also highlighted as 'Nodes' offer opportunities in markets that are not as competitive for investors. These include **Oman**, **Algeria**, **Morocco**, **Kazakhstan**, **Bangladesh**, **Egypt**, and **Pakistan**.

Key growth sub-sectors are:

- **Retail** (driven by growing young, affluent, demographics are already seeing major expansions by OIC based food retailers LuLu, BIM, MyDin and other. In Turkey, organized retail is expected to growth from current 52 percent to 80 percent.
- **Edible Oil** (40% global share and 10% CAGR 2009-13 growth),
- **Meat & offal** (fastest growing at 22% CAGR 2009-13, yet only 1% of global exports, also has strong 'Halal' proposition,)
- **Food waste processing/animal fodder** (fast growing at 20% and only 3% of global exports,)
- **Prepared cereals/ dairy, and Sugars and sugar confectionery** manufacturers with maturing brands across markets also fast growing (16+% CAGR 2009-13.)
- **Cocoa and products: Ivory Coast (Cote d'Ivoire,) Indonesia, and Malaysia** are among the largest global cocoa producers. In 7 of the last 10 years, the global cocoa industry saw a production deficit which stood at around 100,000 tons 2012-14. Continued high demand is expected.

FOOD & AGRICULTURE INVESTMENT AREAS

VALUE CHAIN	CORE SUPPLIERS	MANUFACTURERS	DISTRIBUTION
KEY MARKETS	■ Indonesia ■ Turkey ■ Saudi Arabia ■ Malaysia ■ Morocco ■ UAE ■ Pakistan ■ Bangladesh ■ Egypt	■ Indonesia ■ Turkey ■ Malaysia ■ UAE ■ Saudi Arabia ■ Egypt ■ Pakistan ■ Morocco	■ Indonesia ■ Turkey ■ Saudi Arabia ■ UAE ■ Malaysia ■ Algeria ■ Egypt ■ Pakistan ■ Bangladesh
KEY OPPORTUNITY SEGMENTS	■ Meat & offal ■ Dairy ■ Palm oil ■ Fish and related	■ Prep Milk/cereal ■ Edible oil ■ Cocoa/ prep ■ Food waste proc/ animal fodder	■ Retail (Supermarkets; Hypermarkets in select markets)
INVESTMENT TYPES	■ M&A, JV and other investment opportunities emerging from complimentary competencies across companies in value-chain with inefficiencies, product gaps, distribution and expansion challenges.		
VALUE CREATION PROPOSITION	■ Help finance operations and grow company with clear view toward sustained growth and new opportunities ■ Market expansion connectivity into other prioritized markets (e.g. Malaysian company entering Turkey) ■ Be able to see demands and gap in the value chain and help companies focus on missing areas of services ■ Sharia compliance of financing and optimizing Halal food value chain of players		

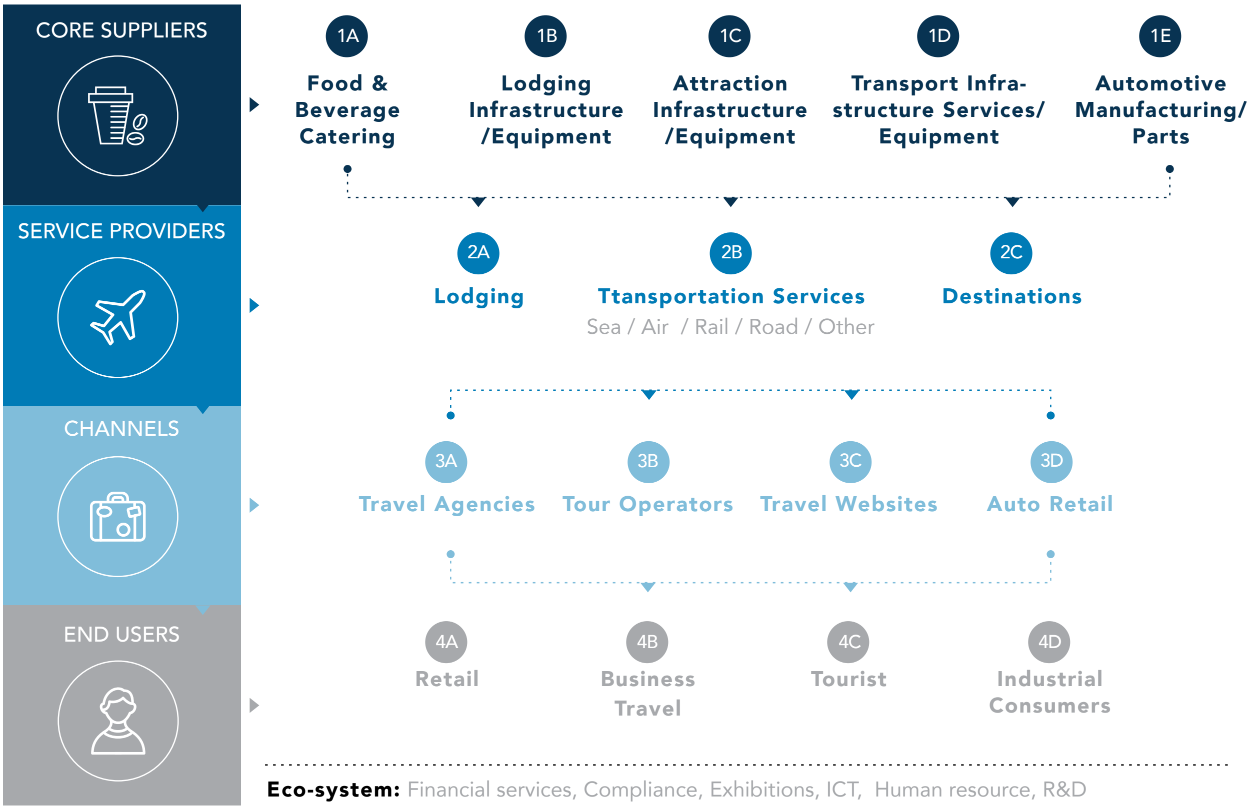
TRAVEL & TRANSPORTATION SECTOR

Travel & Transportation together represents one of the largest economic sectors of the world. Within the OIC economies it is the third largest sector grouping after 'Energy' and 'Food & Agriculture' based on both export strength as well as domestic consumption. In total OIC economies produced **$192.9 bill in 'Travel & Transportation' exports in 2013 which was 6% of worlds total.**

The sector exports **grew 17% CAGR between 2009-13**. The sector has seen significant investment interest from M&A, IPO, and PE and has growing financing needs. With airlines as a growing segment, 2014 saw **Etihad Airways** announcing seven different investment deals with Alitalia, Virgin Australia, Air Serbia, Airberlin, Aer Lingus Group among others.

DinarStandard's coverage of this sector includes Travel (personal tourism/ hospitality, business travel spending,) Transportation services (air, sea, rail others both for retail and freight,) as well as transportation manufacturing (specifically automobile given its prominence.) The referenced Sector value-chain chart demonstrates the flow of goods and services and sub-sectors that present opportunities for investments.

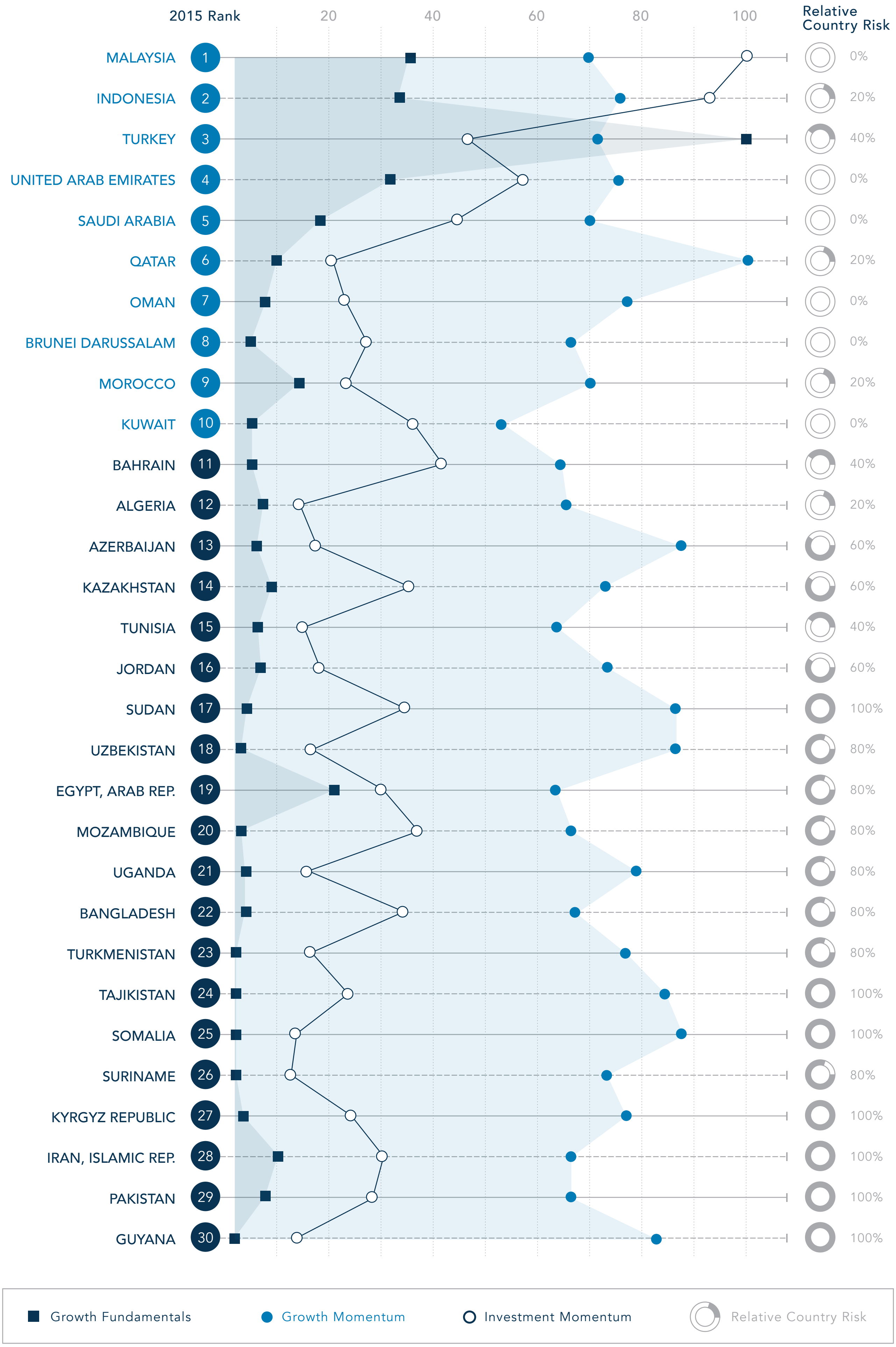
SECTOR VALUE-CHAIN



Eco-system: Financial services, Compliance, Exhibitions, ICT, Human resource, R&D

From among the 57 OIC economies, below is listing of top 30 'Travel & Transportation' sector investment growth markets. The underlying metrics fall under: 1) Sector fundamentals, 2) Sector growth momentum, 3) Country macro-level investment momentum, 4) Country overall risk. The specific metrics and criteria are mentioned in the Appendix.

2015 ISLAMIC GROWTH MARKETS: TRAVEL & TRANSPORTATION INVESTMENT INDEX™



Malaysia

Malaysia leads the 'Travel & Transportation' Islamic market for growth and investment. Malaysia logged linked sectors exports (tourism, transportations services, automobile production) worth $27 billion in 2013 with a growth momentum of 6.95% in exports growth (2009-13 CAGR.) This exports size and growth is only behind Turkey which is ranked #3 on the list. Malaysia is ahead on the list by virtue of its stronger FDI and country risk scores. Almost 80% of the export value is related to Tourist spending in Malaysia ($21.5 bill) followed by transportation services ($4.6 bill) and about $1.2 bill in automobile/parts exports.)

The Government was expected to achieve 27 million tourists in 2014. Most of its tourists come from China and other Asia Pacific countries. However the Government is aggressively expanding its reach and by considering easing of visa restrictions for members of countries of the OIC (Organization of Islamic Cooperation) and targeting MENA markets building on its credentials as an exotic yet 'Muslim-friendly' destination with credible Halal food offerings as well as family-friendly entertainlment and environment.

Hotel chains such as **Ritz Carlton, Hilton** and others are expanding their presence in Malaysia with the overall Hotels & resorts segment attracting foreign investment and high-end travelers.Besides major Hotel & resort expansions, Malaysia's industrial transportation services have also gotten attention. In Oct 2013, **Kohlberg Kravis Roberts** took a minority stake in **Weststar Aviation Services Sdn Bhd**, a Kuala Lumpur based general, personal and oil and gas support aviation chartering service provider. The consideration was estimated to be for $200 million. Start-up investments have also been taking place in the sector group. In May 2014, **MyTeksi Sdn Bhd**, a Petaling Jaya based online taxi booking service start-up company, had received USD 15 million in Series B funding from GGV Management LLC, Vertex Venture Holdings Ltd and Qunar Cayman Islands Ltd. By October 2014, MyTeksi Sdn Bhd had received Series C funding of around USD 65 million. The round was led by Tiger Global Management LLC with participation from Vertex Venture Holdings Ltd, Hillhouse Capital Management Ltd, GGV Management LLC and Qunar Cayman Islands Ltd.

Indonesia

The Index ranks Indonesia as the second most opportune 'Travel & Transportation' Islamic market for growth and investment. As a sprawling tropical archipelago with a multitude of ethnic groups and a rich, colorful history, Indonesia has a lot to offer in terms of tourism potential. Unfortunately, the potential of the nation to become one of the leading global travel destinations has been severely limited by the underwhelming infrastructure that is available in the country. As a comparison, while neighboring island-state Singapore attracted 20 million visitors in 2013, Indonesia only attracted some 9.5 million visitors in 2014[1].

1 http://www.travelpulse.com/news/destinations/indonesian-tourism-ready-to-erupt.html

> *Indonesia's leading transportation company, Blue Bird, went public in October 2014. The IPO, which raised IDR 2.45 trillion (around USD 204 billion), was the biggest in the year.*

Challenges aside, Indonesia is a highly promising destination for travel-related investment projects due to its rising middle income population, increased flight connectivity in the region and the growth of the Asia Pacific region in general. The opportunities waiting in the country are evident from the sheer number of transaction and investment activities in the travel sector during the past year. Infrastructure problems that need to be solved also present another set of opportunities for investments.

Recent transactions: In recent years, hotels are mushrooming across Indonesia's main cities. Meanwhile, the island of Bali, which has become Indonesia's number one tourism destination for decades, has seen a number of premium developments by international brands, including Waldorf Astoria, Mandarin Oriental and Marriott.

Indonesia's leading transportation company, Blue Bird, went public in October 2014. The IPO, which raised IDR 2.45 trillion (around USD 204 billion), was the biggest in the year. **From across the OIC, in January 2015, UAE-based property firm, Tasweek, has announced plans to establish a joint venture to build a mixed-use real estate project worth USD 300 million on Bintan Island in Riau Archipelago.**

Turkey

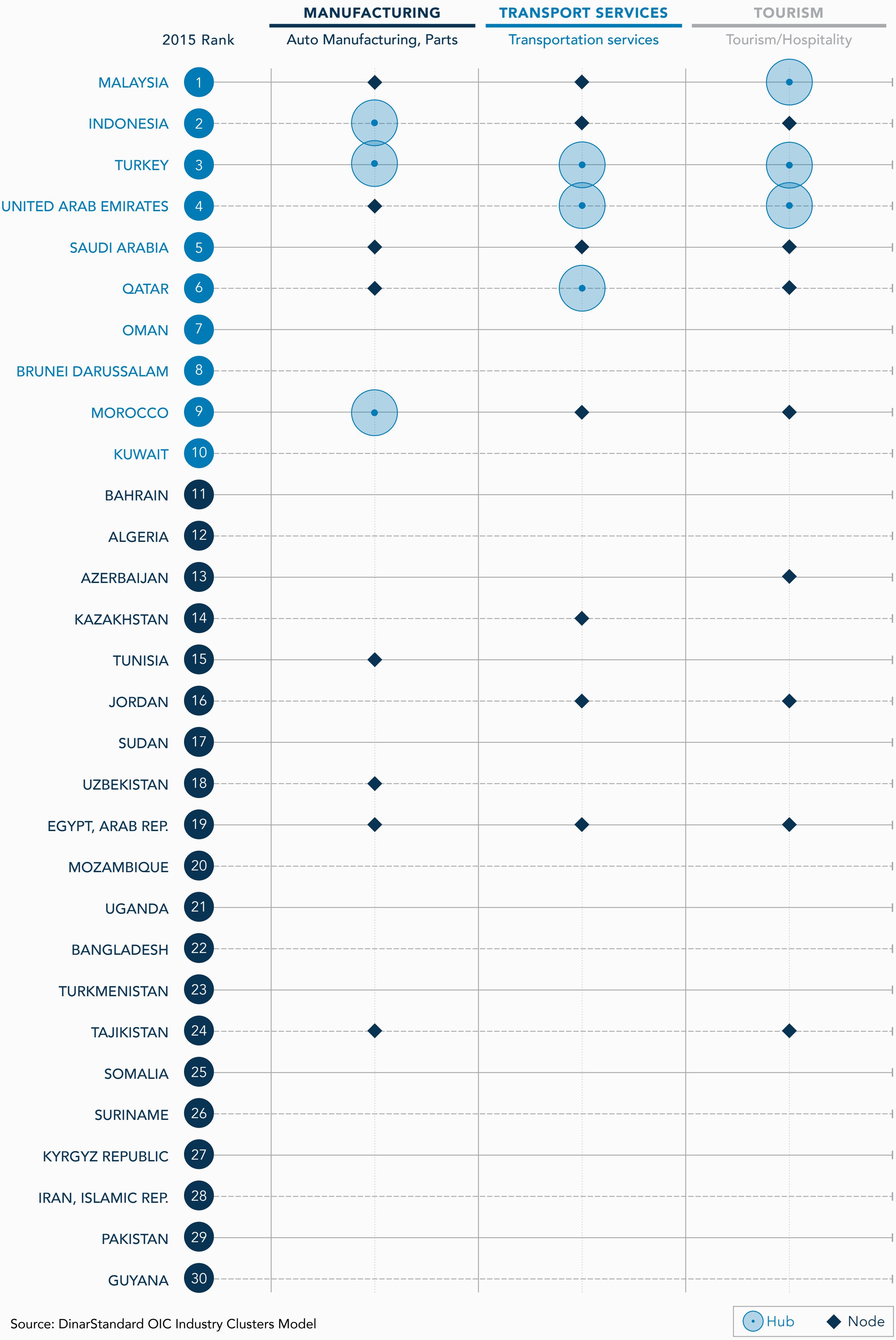
Turkey is another leading 'Travel & Transportation' Islamic market for growth and investment. As the leading travel and tourism global destination, Turkey continues to see tremendous investor from global brands in hospitality and its airline sector is expanding. It also has a healthy automobile manufacturing sector. **As world's airline industry grew at 5% last 12 years, Turkey's airliners maintained a 14.5% annual average growth rate.** Turkey also holds number five in the list of most visited countries by tourist in the world hosting nearly 35 million tourists every year mostly from Europe, Russia and Middle Eastern OIC countries. As a result of new hotel developments across the country, it is expected to bring 5 million new arrivals until 2018 with hotel numbers estimated to rise to 6,290 by 2018.

World's top hotel chains are investing heavily in Turkey, with Hilton and Wyndham both opening dozens of new hotels in 2014. There were 10 domestic hotels & restaurant M&A deals including investments by Turkey's biggest marina operator **Doğuş Holding** in Argos Tourism and Corpera Tourism which has also been buying small but famous local restaurants to its portfolio for a few years. Another area of investments is the 'family-friendly' Muslim tourism market which is fast growing in Turkey with strong domestic and inbound travel demand, and seeing new developments and investment needs. In addition, Turkish government is planning to develop a regional airplane production industry in Turkey under 2023 vision. Government is open to private partnership and seeking investors, technology helpers.

OIC TRAVEL & TRANSPORTATION: INDUSTRY CLUSTER VIEW

Besides looking at individual markets alone, a longer-term and more competitive investment strategy with wider market reach can be achieved from engaging the OIC-wide Travel & Transportation cluster. **Key inter-connected value-creation elements** for Islamic growth markets Travel & Transportation investment theme are: 1) Islamic financing needs of many growing domestic hospitality & transportation brands, 2) Leveraging the growing Family friendly tourism (Muslim-friendly) within industry value-chain, 3) A set of growth markets with similar market demographics (young, growing middle-class, urbanization).

TRAVEL & TRANSPORTATION OIC INDUSTRY CLUSTER



Source: DinarStandard OIC Industry Clusters Model

SELECT TRANSACTIONS

Across MENA region alone, 38 Travel & Transportation related M&A transactions took place in 2014 worth $1.2 billion. The following are some notable M&A transactions in the Travel & Transportation sectors in OIC markets from 2014:

COMPANY	POSITION	COUNTRY	PERCENTAGE BOUGHT
Etihad Airways	Acquirer	UAE	49%
Alitalia SpA	Target	Italy	
Kerry Freight Services	Acquirer	Hong Kong	70%
Able Logistics Group	Target	UAE	
DP World Limited	Acquirer	UAE	100%
Economic Zones World FZE	Target	UAE	
Abu Dhabi National Oil Company	Acquirer	UAE	40%
Abu Dhabi Petroleum Ports Operating Company	Target	UAE	
Etihad Airways	Acquirer	UAE	1.66%
Virgin Australia	Target	Australia	
DP World Limited	Acquirer	UAE	100%
World Security FZE	Target	UAE	
Al-Futtaim Group	Acquirer	UAE	–
CMC Holdings	Target	Kenya	
Rum Group for Transportation & Tourism Investment	Acquirer	Jordan	–
Al-Safweh for Financial Investments Company	Target	Jordan	
Government of Qatar	Acquirer	Qatar	51.30%
United Arab Shipping Company S.A.G.	Target	Kuwait	
Sumitomo Corporation	Acquirer	Overseas	50%
Abdul Latif Jameel Summit Company	Target	Saudi Arabia	
Aramex PJSC	Acquirer	UAE	100%
Mail Call Couriers	Target	Australia	
Coolex General Trading and Contracting Company	Acquirer	Kuwait	50%
LTS Trading Company	Target	Brazil	
Etihad Airways	Acquirer	UAE	1.34%
Virgin Australia	Target	Australia	
KGL Logistics Company K.P.S.C.	Acquirer	Kuwait	98.08%
Kuwait Motoring Company	Target	Kuwait	
Abdullatif Alissa Group Holding Co.	Acquirer	Saudi Arabia	35%
Tania Bottled Water Company	Target	Saudi Arabia	
Etihad Airways	Acquirer	UAE	49%
Air Serbia	Target	Serbia	

COMPANY	POSITION	COUNTRY	PERCENTAGE BOUGHT
Etihad Airways	Acquirer	UAE	1.12%
Aer Lingus Group PLC	Target	Ireland	
Kuwait Investment Company S.A.K.	Acquirer	Kuwait	17.14%
Maritime Vessel and Freight Company	Target	Kuwait	
Mannai Corporation Q.S.C.	Acquirer	Qatar	15%
Golden Investments Holdings Limited	Target	UAE	
dnata	Acquirer	UAE	100%
Gold Medal International	Target	United Kingdom	
BIG — ElBarbary Investment Group	Acquirer	Egypt	100%
American Automotive Group	Target	United States	
Azal Group	Acquirer	UAE	-
Arabian Explorers	Target	UAE	
Oman Hotels & Tourism Company SAOG	Acquirer	Oman	4.55%
United Finance Company	Target	Oman	
Al-Mousim Travel and Tours Company Limited	Acquirer	Saudi Arabia	100%
CTM Company	Target	United Kingdom	
DUR Hospitality Company	Acquirer	Saudi Arabia	10%
Saudi Hotel Service Company	Target	Saudi Arabia	
Al Tayyar Holidays Travel Group	Acquirer	Egypt	100%
Elegant Resorts Limited	Target	United Kingdom	
Özak Real Estate Yatırım Ortaklığı	Acquirer	Turkey	32,00%
Aktay Tourism	Target	Turkey	
Doğuş Holding	Acquirer	Turkey	80,00%
Argos Tourism	Target	Turkey	
Doğuş Holding	Acquirer	Turkey	–
Corpera Tourism	Target	Turkey	
Diana Otel Yatırımları ve İşletmeciği	Acquirer	Turkey	100%
Datmar Tourism	Target	Turkey	
Polatyol Construction	Acquirer	Turkey	50%
Eston Deniz Projesi	Target	Turkey	
Kürşat Pehlivanlı, Cemil Direkçi (Individual Investors)	Acquirer	Turkey	59%
İzmirliler Otelcilik	Target	Turkey	
İç-Me Tourism	Acquirer	Turkey	100%
Karinna Hotel	Target	Turkey	
Fiba Grup	Acquirer	Turkey	100%
Premium Tekirova Rixos	Target	Turkey	
Travel Representation Networking (TRN)	Acquirer	Turkey	-
Universal Tourism	Target	India	

KEY INVESTMENT OPPORTUNITY THEMES

From the *Travel & Transportation Investment Index*, **Malaysia, Indonesia, Turkey,** and the **UAE** are top OIC hot-spots for investments. Other markets also highlighted as 'Nodes' offer opportunities in markets that in many case are less competitive than the 'Hubs' include **Morocco**, **Azerbaijan, Kazakhstan, Tunisia, Jordan and Egypt.**

Key growth sub-sectors are:

- **Auto-parts manufacturing** saw highest growth between 2009-13 among the key sub-sectors growing at 14.8% CAGR.
- **Airline services** continue to be the biggest drivers of transportation services growth. Airlines such as Etihad were on a major acquisition spree while budget airlines continue to grow across OIC markets. Airport expansion projects also offers an area of expansion.
- **Family friendly tourism (Muslim-friendly)** is a fast growing category with major resort initiatives expanding across Turkey, Malaysia specifically as commercial real-estate opportunities
- **Hotel developments** in underserved areas of top growth markets.

TRAVEL & TRANSPORTATION INVESTMENT AREAS

VALUE CHAIN	MANUFACTURERS	TRANSPORT SERVICES	TOURISM
KEY MARKETS	■ Indonesia ■ Turkey Morocco ■ Malaysia ■ UAE ■ Saudi Arabia ■ Tunisia ■ Uzbekistan ■ Egypt	■ Turkey ■ UAE ■ Qatar ■ Malaysia ■ Indonesia ■ Saudi Arabia ■ Morocco ■ Kazakhstan ■ Jordan ■ Egypt	■ Malaysia ■ Turkey ■ Saudi Arabia ■ UAE ■ Malaysia ■ Algeria ■ Egypt ■ Pakistan ■ Bangladesh
KEY OPPORTUNITY SEGMENTS	■ Auto parts manufacturing	■ Airline services/ leasing	■ Family friendly tourism (Muslim-friendly) ■ Hotel development
INVESTMENT TYPES	■ Greenfield hotel/resort development projects; M&A and lease financing on airlines, and PPP opportunities on various airport expansion projects are key opportunity areas.		
VALUE CREATION PROPOSITION	■ Help finance operations and grow company with clear view toward sustained growth and new opportunities ■ Market expansion connectivity into other prioritized markets (e.g. Malaysian company entering Turkey) ■ Be able to see demands and gap in the value chain and help companies focus on missing areas of services ■ Sharia compliance of financing and optimizing Halal food value chain of players		

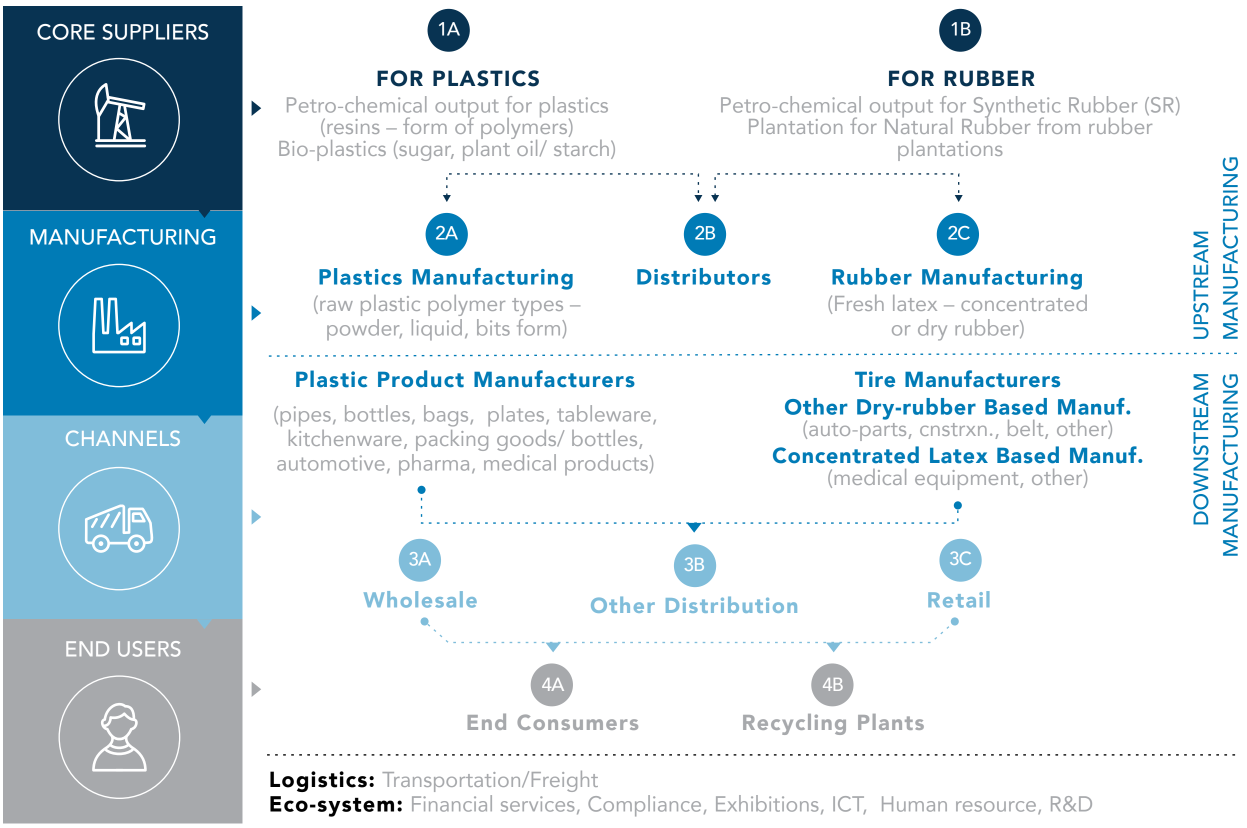
PLASTICS & RUBBER SECTOR

Plastics & Rubber sectors together represent one of the fastest growing economic sectors of the OIC markets. **Exports from OIC markets grew 101% CAGR from 2009-13 and this was 48% higher than the global growth rate of 53% during the same period.** In total OIC economies produced **$69.8 bill in 'Plastics & Rubber' exports in 2013 which was 9% of worlds total.**

The sector has seen significant investment interest from M&A, IPO, and PE and has growing financing needs. Cross OIC investments have been limited with **Kordsa Global (Turkey)** opening its second facility in Indonesia, investing $100 million in total.

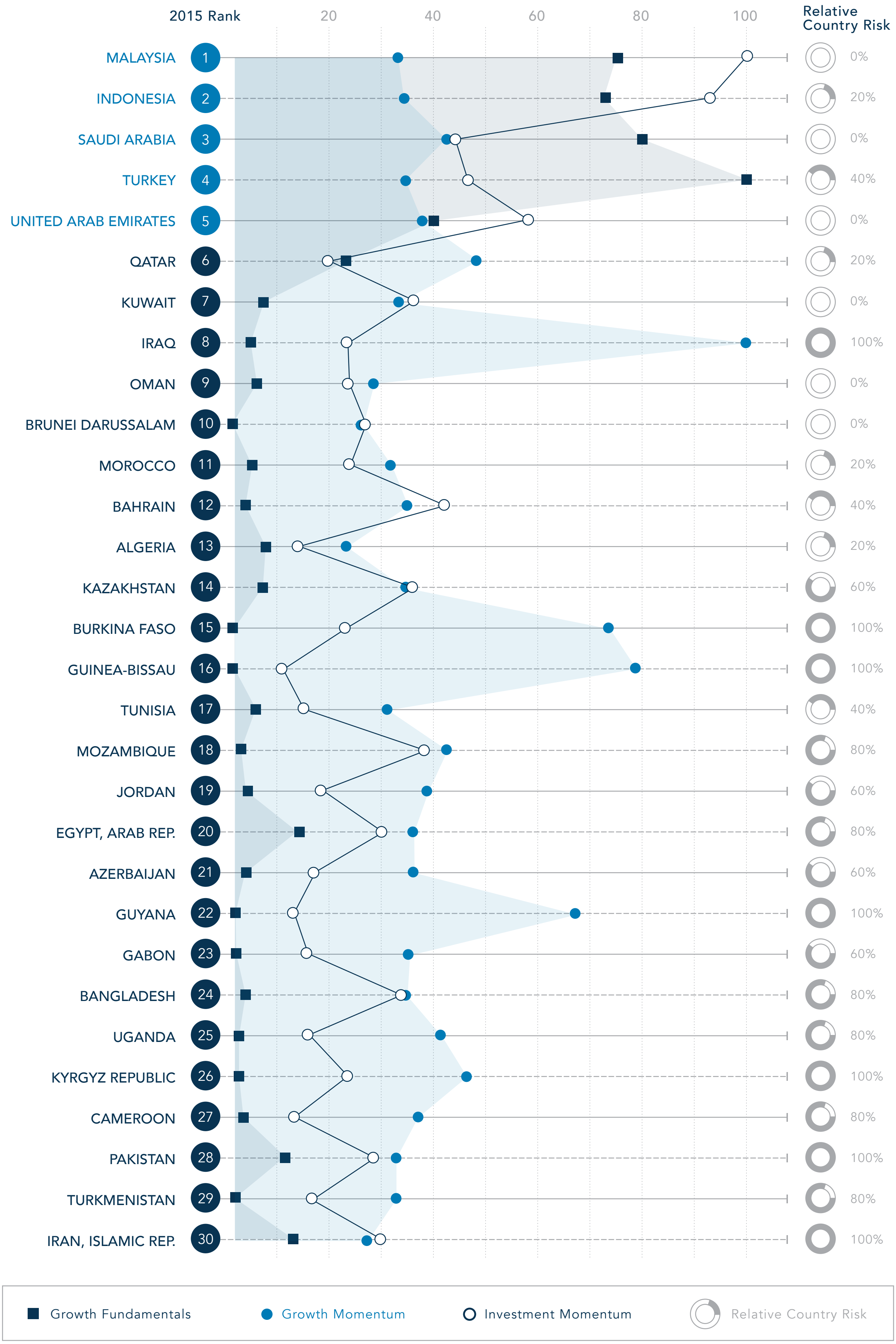
DinarStandard's coverage of this sector includes Plastics and Rubber raw material, its manufacturing, distribution and recycling. The referenced Sector value-chain chart demonstrates the flow of goods and services and sub-sectors that present opportunities for investments.

SECTOR VALUE-CHAIN



From among the 57 OIC economies, below is listing of top 30 Plastics & Rubber' sector investment growth markets. The underlying metrics fall under: 1) Sector fundamentals, 2) Sector growth momentum, 3) Country macro-level investment momentum, 4) Country overall risk. The specific metrics and criteria are mentioned in the Appendix.

2015 ISLAMIC GROWTH MARKETS: PLASTIC & RUBBER INVESTMENT INDEX™



Indonesia

The Index ranks Indonesia as the most opportune Plastics & Rubbers sectors Islamic growth and investment market. Indonesia is the world's second-largest natural rubber producer (after Thailand) and with the revival of polyethylene/ polypropylene and naphtha projects, investor interest in the petrochemicals sector has been rekindled. According to a recently published report by TechSci Research, the tire industry in Indonesia is expected to grow at the CAGR of around 15% during 2013-18 due to continuous increase in automobile sales along with the demand for tires in the replacement market. Plans for a fully integrated world-scale petrochemicals complex are going ahead, providing opportunities for product diversification and adding value to output. Rubber plantations and the crumb rubber industry were previously off limits to foreign investors but the Negative Investment List for 2010 has changed this opening up the industry at a strategic time.

Some recent transactions include: Indonesian largest petrochemical producer Chandra Asri Petrochemical and French tire manufacturer Compagnie Financiere Michelin planning to develop a $435 million synthetic rubber plant in Indonesia. Pirelli (Italy) has also set up a joint venture with the automotive component-maker subsidiary of Astra International to build a US$ 120 million motorcycle tire factory in Indonesia. From OIC markets, **Kordsa Global (Turkey) has opened its second facility in Indonesia, investing $100 million in total**. Kordsa Global is opening 2 new plants. An18 kton Tire Cord Fabric Plant and a 14 kton 3rd and 4th Generation Polyester HMLS yarn plant.

Saudi Arabia

The Index ranks Saudi Arabia as the third most opportune Plastics & Rubbers sectors Islamic growth and investment market. Saudi Arabia leads in the total value of Plastics & Rubber exports with $17 billion worth in 2013 and with a growth momentum of 33% in exports growth (2009-13 CAGR.) This exports size and dramatic growth is given Saudi Arabia's push to develop its down-stream oil & gas sectors enabled by its maturing and globally leading petro-chemical sector. Malaysia and Indonesia lead this list because of larger domestic demand for Plastics & Rubber as well as a higher ranking in investment momentum. For Saudi Arabia however, Plastics is the dominating sector whereas Rubber (synthetic) is a very small segment. Conversely Malaysia is strong in both segments.

Saudi Arabia has become one of the hottest investment destinations for petrochemicals and plastics in with estimated total investments in the plastics sector have grown to US$ 50bn while total investments in petrochemicals reached US$ 95bn1. Plastics production increased significantly in 2013, totalling more than 1.7mn tonnes. Saudi Arabia has an agressive strategic plan for investments in the petrochemicals industry which will increase investments in the plastics industry with various incentives businesses to invest in these industries. Saudi Arabia has earmarked $91 billion to be spent over the next 10 years to build new plants, expand existing ones and integrate refineries with new or existing petrochemical units2. Saudi Arabia has also made 'Plastics & Packaging' one of its select five sector clusters of the **National Industrial Clusters Development** program with the aim of making Saudi Arabia the service hub for consumer packaged goods (CPG) companies to export plastics and packaging worldwide.

The Country allows private investment in the petrochemical sector with several incentives such as affordable energy, low-cost raw materials, and advanced industrial infrastructure, especially in Yanbu. **SABIC** is a major world petrochemicals producer, and also a manufacturer and distributor of basic chemicals, intermediates, polymers, fertilisers and metals. **Saudi International Petrochemical Company (Sipchem)** is another key local player expanding into plastics material manufacturing. The **Olayan Group** has been a major participant in the development of Saudi Arabia's plastics industry. It is the majority shareholder of **Saudi Plastic Products Company Ltd. (SAPPCO)**.

1 Saudi Arabia becomes attractive investment destination for petrochemicals and plastics in the Middle East, Feb 19, 2014 (http://www.ifpinfo.com/Petrochemicals-NewsArticle-4188#.VOPSK_nF-vA)

2 Saudi Arabia will invest $91 billion to spur petrochemical industry, Dec 23, 2014 (http://english.alarabiya.net/en/business/economy/2014/12/23/Kingdom-will-invest-91b-to-spur-petrochemical-industry.html)

OIC PLASTICS & RUBBER: INDUSTRY CLUSTER VIEW

Besides looking at individual markets alone, a longer-term and more competitive investment strategy with wider market reach can be achieved from engaging the OIC-wide Plastics & Rubber sector cluster.

Given major oil producers have developing petrochemical sectors, as well as Indonesia and Malaysia leading the rubber manufacturing, there is strong connectivity across the value-chain of Plastics and rubber sectors across OIC markets.

Key inter-connected value-creation elements for Islamic growth markets-wide Plastics & Rubber investment theme are: 1) Islamic financing needs of many growing domestic enterprises, 2) Leveraging the complementary nature of raw material suppliers & downstream manufacturing among OIC economies, 3) A set of growth markets with strong domestic demand for Plastics and Rubber related products such as automotive manufacturing and constructions sectors.

PLASTICS & RUBBER OIC INDUSTRY CLUSTER

2015 Rank	Country	MANUFACTURING Auto Manufacturing, Parts	TRANSPORT SERVICES Transportation services	TOURISM Tourism/Hospitality
1	MALAYSIA	Hub	Hub	Node
2	INDONESIA	Node	Hub	Hub
3	SAUDI ARABIA	Hub	Node	Node
4	TURKEY	Hub	Hub	Hub
5	UNITED ARAB EMIRATES	Node	Node	Hub
6	QATAR	Node		
7	KUWAIT	Node		
8	IRAQ			
9	OMAN	Node		
10	BRUNEI DARUSSALAM			
11	MOROCCO		Node	
12	BAHRAIN			
13	ALGERIA			Node
14	KAZAKHSTAN			
15	BURKINA FASO			
16	GUINEA-BISSAU			
17	TUNISIA			
18	MOZAMBIQUE			
19	JORDAN			
20	EGYPT, ARAB REP.	Node	Node	Node
21	AZERBAIJAN			
22	GUYANA			
23	GABON		Node	
24	BANGLADESH			
25	UGANDA			
26	KYRGYZ REPUBLIC			
27	CAMEROON		Node	
28	PAKISTAN	Node		Node
29	TURKMENISTAN			
30	IRAN, ISLAMIC REP.			Node

Source: DinarStandard OIC Industry Clusters Model

Hub Node

SELECT TRANSACTIONS

The following are some notable transactionsin the food and agriculture industry from 2013 to early 2015:

COMPANY	POSITION	COUNTRY	PERCENTAGE BOUGHT
Kingspan Group plc	Acquirer	Ireland	-
Pal Middle East	Target	UAE	
Hakam Abdellatif Finance	Acquirer	Morocco	5%
Delattre Levivier Maroc	Target	Morocco	
Arabian Pipes Company	Acquirer	Saudi Arabia	50%
Arabian Yadong	Target	Saudi Arabia	
Awam Minerals	Target	Oman	
Saudi Arabian Amiantit Company	Acquirer	Saudi Arabia	20%
PWT Wasser — und Abwassertechnik GmBH	Target	Germany	
Saudi Arabian Amiantit Company	Acquirer	Saudi Arabia	25%
Ductile Technology Company	Target	Bahrain	
Saudi Advanced Industries Company	Acquirer	Saudi Arabia	31.84%
Deutsche Gulf Finance	Target	Saudi Arabia	
Gulf Glass Manufacturing Company	Acquirer	Kuwait	100%
J Al Omani Fibre Glass Factory	Target	Kuwait	
Construction Products Holding Company	Acquirer	Saudi Arabia	100%
Sphinx Glass	Target	Egypt	
Ready Mix Concrete & Construction Supplies Limited	Acquirer	Jordan	0.18%
Al Quds Ready Mix Concrete Company	Target	Jordan	
Banque Misr S.A.E.	Acquirer	Egypt	2.99%
Kafr El Zayat Pesticides & Chemicals Company S.A.E.	Target	Egypt	
Samena Limestone Holdings	Acquirer	Cayman Islands	30.58%
Ras Al Khaimah Ceramics PSC	Target	UAE	
OCP	Acquirer	Morocco	10%
Fertilizantes Heringer	Target	Brazil	
Zahid Group Holding	Acquirer	Saudi Arabia	30%
Total-Maroc	Target	Morocco	

COMPANY	POSITION	COUNTRY	PERCENTAGE BOUGHT
National Consumer Industries Holding K.S.C.C.	Acquirer	Kuwait	49%
Saudi Kuwaiti Carton Company	Target	Saudi Arabia	
Petrochemical Industries Company (K.S.C.)	Acquirer	Kuwait	-
ONGC Mangalore Petrochemicals Ltd	Target	India	
Amcor (Australia)	Acquirer	Australia	$25 mill
Bella Prima Packaging Ltd	Target	Indonesia	
Elemental Holding	Acquirer	Poland	-
Evciler E-Atık	Target	Turkey	
IFC (Int. Finance Corporation)	Acquirer	USA	10%
Soda Sanayi	Target	Turkey	
Deceuninck	Acquirer	Belgium	-
Pimaş	Target	Turkey	
Cargill	Acquirer	USA	-
Alemdar Chemical	Target	Turkey	
Indorama Ventures	Acquirer	Thailand	-
Artenius Turkpet	Target	Turkey	
Timet & Tim Üretim	Acquirer	Turkey	10%
Kars Plastik Boru Fabrikası	Target	Turkey	
Üstünberk Holding	Acquirer	Turkey	-
Marchur Sünger	Target	Turkey	
Toyota Tsusho	Acquirer	Japan	-
Plasmar Plastik	Target	Turkey	
Sino Construction	Acquirer	Singapore	-
Topkapı Mineral	Target	Turkey	
Ak-Kim Chemical	Acquirer	Turkey	10%
Gizem Frit	Target	Turkey	

KEY INVESTMENT OPPORTUNITY THEMES

With low oil prices, down-stream petrochemical raw materials for plastics as well as growth in automotive sales positively impacting rubber sales making Plastics & Rubber sectors across Islamic growth markets one of the most attractive segments to consider.

From the *Plastics & Rubber Investment Index,* the top markets**, Indonesia, Malaysia, Saudi Arabia,** and **Turkey** are certain hot-spots for investments in their own rights. Others markets also highlighted as 'Nodes' offer opportunities in markets that are not as competitive for investors. These include **U.A.E, Qatar, Kuwait, Oman**, **Morocco**, **Algeria, Egypt, Cameroon, Pakistan and Iran**.

Key growth areas:

- **Raw material exports to Turkey:** Turkish government has lifted custom taxes from plastic raw material imports in 12 main key plastic raw materials. Free import gate is an export opportunity for OIC plastic raw material producer countries. A specialized plastic production zone is newly established, called Menemen Plastic Zone. Investment financing is needed.

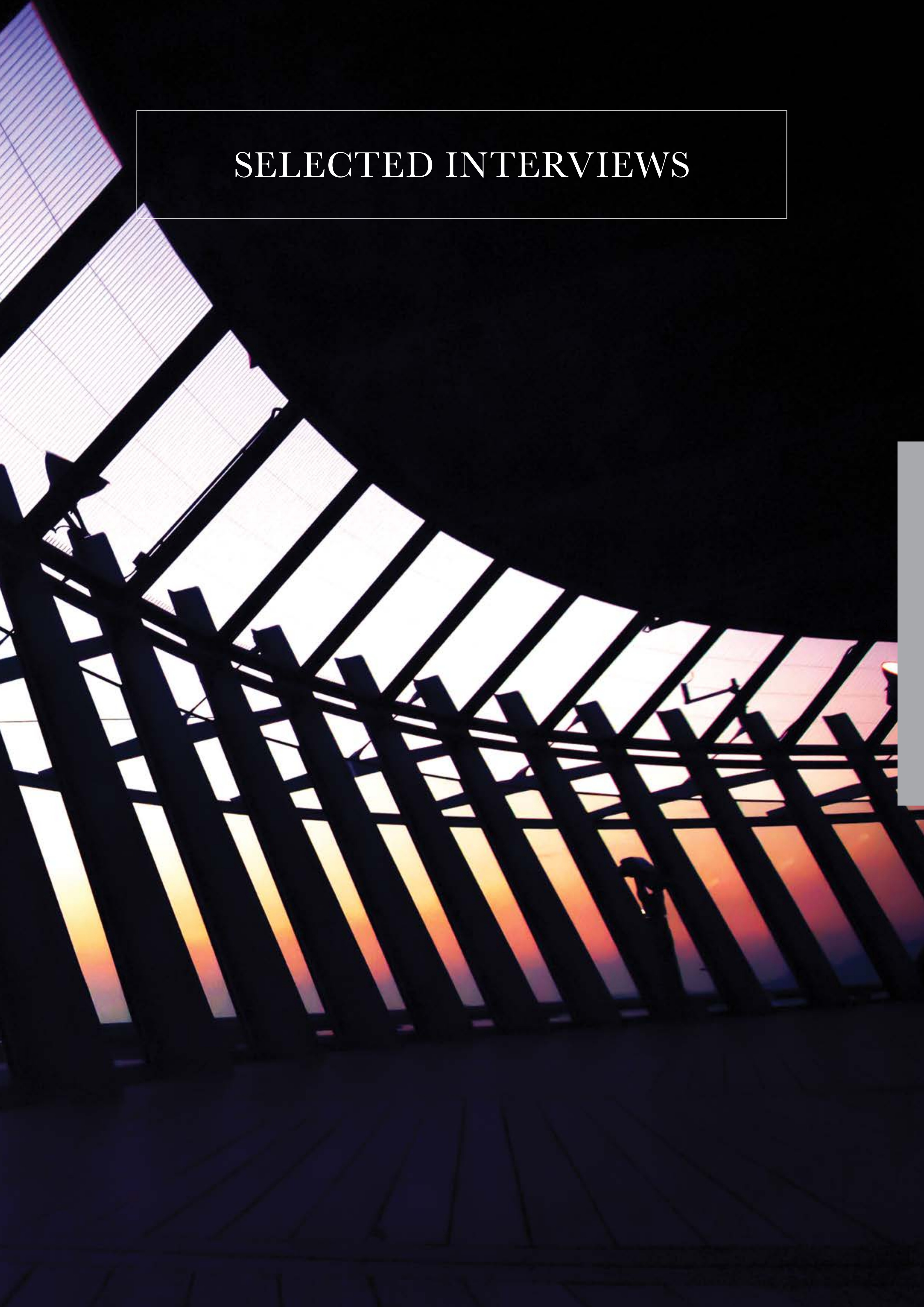
- **Eco-friendly products** (eco-friendly tires, food packaging, etc) or products made from recycled plastics is a growing area.

- **Recycling plants:** In spite of its growing economy, Indonesia among other OIC growth markets has sub-par waste management/ recycling policy.

PLASTICS & RUBBER INVESTMENT AREAS

VALUE CHAIN	PLASTICS	RUBBER	DOMESTIC DEMAND
KEY MARKETS	■ Saudi Arabia ■ Malaysia ■ Turkey ■ Indonesia ■ UAE ■ Qatar ■ KuwaitOman ■ Egypt ■ Pakistan	■ Malaysia ■ Indonesia ■ Turkey ■ Saudi Arabia ■ UAE ■ Morocco ■ Egypt ■ Gabon ■ Cameroon	■ Indonesia ■ Turkey ■ UAE ■ Saudi Arabia ■ Malaysia ■ Algeria ■ Egypt ■ Pakistan ■ Iran
KEY OPPORTUNITY SEGMENTS	■ Raw-materials ■ Eco-friendly products	■ Raw-materials ■ Eco-friendly products	■ Recycling Plants
INVESTMENT TYPES	■ M&A, JV and greenfield investment opportunities emerging from complimentary competencies across companies in value-chain with inefficiencies, product gaps, distribution and expansion challenges.		
VALUE CREATION PROPOSITION	■ Help finance operations and grow company with clear view toward sustained growth and new opportunities ■ Market expansion connectivity into other prioritized markets (e.g. Saudi raw material suppliers entering Turkey) ■ Be able to see demands and gap in the value chain and help companies focus on missing areas of services ■ Sharia compliance of financing and optimizing Halal food value chain of players		

SELECTED INTERVIEWS



MR. ABRAR HASAN, CEO

National Foods PAKISTAN

Annual Revenue: approx. $140 million
Number of Employees: approx. 2500
Number of Branches: Three international and several local locations
Countries in which your company operates: approx. 45 through distribution partners

Please describe your company's growth strategy and focus regions/market segments.

National Foods Limited is an international brand sold in over 45 countries and aims to become a $ 500 million company under its 20/20 vision. The company is highly focused to invest and grow its revenues in the Pakistan and International markets by entering into new categories, expanding the reach to new consumers and channels.

Apart from growing business in Pakistan as core market special efforts are being made for rapid international expansion with focus on GCC, EU and North America. With an extensive South Asian population residing in GCC it is paramount that National products gain access and recognition not only with the South Asian but Arab consumers as well that are very familiar with our spices and flavors.

National Foods is expanding its presence through distribution expansion and creating awareness through media and various consumer centric strategies.

Does your company currently do business with or source products/services significantly from any OIC* countries? If yes, which OIC countries do you work with, and in what capacity?

National Foods is currently doing business with all the GCC countries and has a good presence for many years through local distributors with special focus on Saudi Arabia and UAE. Others countries include Afghanistan, Bangladesh, Egypt, Libya, Malaysia and Nigeria.

What was the reason you selected those countries to work with?

One of the key reasons for selecting these countries is the presence of South Asian population along with the growing popularity of food from the Indian sub-continent. Consumers today are a lot more open to try new ideas when it comes to food and National has a great of choice products that represent the food heritage and culture of the country.

Are any fast growing OIC* countries in your consideration? Why or why not?

As mentioned earlier; Afghanistan, Bangladesh, Saudi Arabia and UAE are particularly on our radar for future growth of National products. We are investing in these markets in terms of brand awareness along with the relevant human resource to establish National as key and keen player in relevant product categories.

What are some of the challenges in OIC countries you've done business with or are considering doing business with?

One key challenge is the regulatory requirements / compliance that vary from country to country and we have to adapt our products and packaging particularly when the business is small at the start up stage. The other major challenge is finding the right business partners / distributors that can effectively represent the National brand and have the required financial strength to consistently meet the growing market development needs.

In the next 5 years, where will your major direction be in terms of international expansions? Will you be looking to grow in OIC countries, or in other countries?

Based on our 2020 vision National Foods aspires to be a truly global food company and will continue to expand in all key markets such as North America, Europe and Middle East where South Asian consumer is residing and is driving the growth of our current food categories. At the same time we are focused to grow our presence through existing and new product categories in the Mainstream consumer market that provides a great opportunity for growth because these consumers are now more adventurous in trying food from all across the world.

How do you see the relevance and importance of Islamic capital/ finance in your company's growth?

The need of using Islamic finance is entirely dependent first on the availability and then on the market dynamics.

MR. IQBAL KHAN, CEO

Fajr Capital UNITED ARAB EMIRATES

Please describe your firm's investment strategy and focus regions/sectors in brief.
Fajr Capital is a sovereign-backed Islamic investment firm, with a focus on realizing the growing economic opportunities presented by high-growth Organization of Islamic Cooperation ("OIC") markets.

Fajr Capital's success derives from our founding vision to invest in "what we know, where we know, and with whom we know". To date, we have invested growth capital in promising companies operating across a range of strategic, demographic-driven sectors, such as financial services, infrastructure, education, manufacturing and renewable energy, among others.

Have you recently made any major deals in any of the following sectors? Please provide some details.
Together with our portfolio companies, Fajr Capital today employs over 15,000 people across the OIC region – with a particular focus on the Gulf Cooperation Council (GCC) markets, Brunei Darussalam, Indonesia, Malaysia and Turkey.

Over the past year, we have invested in several high-growth businesses, including: GEMS Education, the world's largest provider of K-12 private education; and National Petroleum Services, one of the largest regionally-owned oilfield services companies.

Have you done any investment deals outside your country/markets? What were key challenges and what worked?
In 2012, Fajr Capital joined blue-chip investors to launch Tamar Energy, a UK-based renewable energy company focused on producing electricity from organic waste through a process called Anaerobic Digestion ("AD").

The award-winning company today operates multiple AD plants across the UK, and has become a clear domestic market leader. With sustainable development firmly on the global agenda, Fajr Capital is uniquely placed to support Tamar Energy to migrate the proven AD technology into the OIC world.

Does your firm currently have investments or strategic partners in any OIC countries?
Fajr Capital and its portfolio companies currently operate in over ten OIC countries including high-growth markets in the GCC region, North Africa, Central Asia and the Far East.

We believe that key Muslim majority countries are emerging as one of the main growth engines for the global economy. Our target OIC markets represent a distinctive investment opportunity: common values and cross-regional trade flows, coupled with strong growth and high liquidity.

In next 5 years, where will be your major direction in terms of international expansions? Will you be looking to invest in OIC countries, or in other countries?

The recent emergence of the "New Silk Road", which encompasses the growing transport, trade and cultural links across Asia, is enabling new pathways for Islamic financial services and intra-OIC capital flows. With a strong track record and premium shareholders such as Khazanah Nasional, Brunei Investment Agency, Abu Dhabi Investment Council and MASIC, I believe that we are well-positioned to continue capturing the OIC's growing economic opportunity.

Regional appetite for ethical and Shari'a-compliant investment has also increased significantly over the last decade. Our values-based approach, coupled with our commitment to create enduring value for our portfolio companies, has resulted in Fajr Capital being recognized as a "partner of choice" for promising OIC-based companies.

How do you see the relevance and importance of Islamic capital/finance in growth of OIC economies?

With the global market for Islamic financial services surpassing USD 2 trillion in 2014, Islamic finance continues to rapidly expand into new frontiers and markets. But I believe that the industry must focus on business design and regulatory enablement for key growth opportunities – such as takaful, zakat and private equity – in order to create a truly global demonstration effect.

Indeed, I would also like to see greater efforts to create new products focused on savings and investments, which could lead to the democratization of wealth. Asset management in the real economy, for example, is emerging as a potent catalyst for the future development of both the Islamic finance industry and the wider Muslim world.

fajr | Fajr Capital Advisors

MR. MAHMUT L. ÜNLÜ, CHAIRMAN AND CEO

ÜNLÜ & Co TURKEY

ÜNLÜ & Co is focused on Investment Banking and Asset Management Services. Within Investment banking, which sectors do you see the most M&A, IPO activity from in Turkey and what is leading it?
We currently witness interest from investors nearly on all industries. The most active sectors in terms of receiving attention include retail, consumer goods, energy and infrastructure. For investors, any decision to acquire a company or make a public offering is generally based on the actual financial benefit and return. We have always underlined our trust in Turkey's development and growth.

Have you recently made any major M&A, IPO, or Private Equity/ LT Investment deals in any of the following sectors? Please provide some details.
We just concluded a succesfull year in terms of completed transactions. Our total transaction volume was around 3.7 billion USD in M&As. In 2014, Yıldız Holding, the owner of the globally renowned Ülker brand, acquired United Biscuits, the UK based biscuits giant for 3.2 billion dollars. This transaction is the largest acquisition of a foreign firm in Turkish financial history and ÜNLÜ & Co acted as Yıldız Holding's advisor.

We also specialize in corporate bond issues, which is a highly trending corporate financing tool in Turkey. In 2014, we became the leader in bond issues for private firms, completing 6 bond issues and reached a transaction volume of 805 million TRY. Most of the issues involved energy and automotive sectors. The 400 million TRY bond issue of Gözde Girişim, a subsidiary of Yıldız Holding, is the largest bond issue transaction for private firms since the inception of the market.

Within the Asset Management Services, you have a MENA Finances platform? What have been the areas of focus for this platform and where have these investors been most interested in?
MENA Finans, one of our group firms, focuses on the Middle Eastern and North African investors for their equity and debt finance transactions in Turkey. Through MENA Finans, we offer tailor made services for private equity and credit funds, regional investment banks, sovereign wealth funds and family offices in the Middle East for their direct investments in Turkey.

We provide services including origination, structuring and execution of private equity transactions as well as post-acquisition management services through our local team capabilities with a unique understanding of the market, industry trends and regulatory issues. We mainly focus on food and agriculture, retail, logistics, pharmaceuticals and healthcare services.

Has ÜNLÜ & Co done any investment deals outside your country? What were key challenges and what worked?
As I mentioned earlier, the M&A highlight in 2014 was the acquisition of United Biscuits by Yıldız Holding. We also advised Yıldız Holding in the acquisition of Godiva, the Belgian chocolate giant. ÜNLÜ & Co was advisor to Arçelik in the acquisition of South African white goods company Defy. These three transactions are amongst the top 5 largest investments made by Turkish corporates.

In the past, Turkish firms were generally using their capital to invest in Turkey. Investments in foreign countries were delayed or cancelled due to insufficient capital. Turkish firms had a biased perspective on investing abroad, since they thought that they lacked the required experience and the funds. The acquisition of United Biscuits sets a positive example to them.

Does your firm currently have investments or strategic partners in any OIC* countries? If yes, please elaborate.
We work with banks in Qatar, Abu Dhabi, Kuwait and Malasia to develop borrowing structures for Turkish companies. We see increasing interest for Islamic products originating from Turkey, which has been limited to date.

How do you see the relevance and importance of Islamic capital/finance in growth of OIC economies?
We provide tailor made structuring solutions based on the investment criteria of MENA investors, including shari'ah compliant investment structuring, execution and management.

ÜNLÜ & Co

MR. HASAN AL-JABRI, CEO

SEDCO Capital SAUDI ARABIA

SEDCO has recently launched its first MENA fund? What were the drivers? Which markets will be your focus?
Regional markets are integral to our strategy as an asset manager. We have built our in-house management capabilities by hiring a team with extensive regional experience and a solid track record achieved on best international asset management practices covering MENA markets. That combined with our significant exposure in MENA capital markets anchors our credibility as an asset manager that is in full alignment with our investors when it comes to prioritizing performance.

Regarding the main drivers of investing in MENA, we believe in what we call the "Pillars of growth" to be the major structural aspects that will create economic value added to investors. These pillars are the wealth that is in the region whether at government levels particularly in the GCC or at the consumer level. The second pillar is the favorable demographics as 49% of the population is below the age of 25. The third pillar and most important is the creation of the platform and need to expedite business dealing whether through government infrastructure spending or capacity expansions within the MENA economies.

Our flagship MENA equity strategy is the SEDCO CAPITAL GCC Equity Fund. This fund invests across all MENA markets (12 stock exchanges in 10 countries). Currently, our most favorable countries to invest in for 2015 are Saudi Arabia followed by UAE, Qatar and Egypt. We believe that Saudi Arabia bears a lot of fundamental and momentum catalysts that will materialize this year leading our alpha creation abilities in MENA.

Besides MENA, which other OIC markets do you see as the most opportune investment destinations in the next 2 years?
At SEDCO Capital, we look at the world in the lens of Developed, Emerging & Frontier Markets. OIC countries fall in the Emerging & Frontier Markets brackets. In the US, accommodative policy is continuing to benefit growth with significant improvements on employment and business activities ends. The drop in gas prices is giving more room for people to spend on other stuff and also gave a cushion to the Feds regard the first interest rates hike in reaction to targeted inflation level (as lower energy prices reduces inflation). Improving economic numbers coming from Europe which is expected to benefit also from lower energy prices as Europe is a net importer of oil. Additionally, Europe is set to benefit from a weaker Euro as a net exporter.

In Emerging Markets, we favour Emerging Asia (Including Indonesia & Malaysia), this is due to the aggressive monetary policies, positive fiscal decisions and large consumer base. Emerging Europe (including Turkey) is another region that we are closely following, this is due to the fact that we believe there is a lot of value in their equity markets and to the fact that weaker currencies add to the competitive advantage of the net exporters over the medium term. Egypt is another market where we see potential subject to political stability. Falling oil prices is a net positive for Egypt as it provides net fiscal and current account savings worth of USD3.0 billion and USD2.0 billion, respectively. Low oil prices allows the government to also meet its 10% deficit target in FY2014/15.

Does your firm currently have investments/ funds or strategic partners in any OIC* countries besides MENA? If yes, please list some of the main countries you have investments in or partners in. What was your main drive to engage those OIC markets?

We are currently invested in many OIC member countries through our two Emerging Markets Equity Funds, our Asia Pacific Equity Fund and Pan Arab Equity Fund. We are also invested directly in the banking sector in Indonesia to benefit from a thriving economy, Benign inflation, low borrowing costs following the 2008/2009 global financial crisis. Strong credit demand from businesses and consumers allowed for significant net interest rate margins, helping in generating handsome earnings on loan business. Macroeconomic environment has changed recently but we still believe that identifying new growth areas that depends on large consumer base, retail, healthcare and education sectors is an opportunity that can be used. Through the real estate asset class we had a positive experience in investing in office building and a hospitality sector in Malaysia in the past and currently we are considering new opportunities there as we like the stability of the economy and the quality of opportunities.

How do you see the relevance and importance of Islamic capital/finance in growth of OIC economies?

OIC economies are categorized to be driven by growth. The availability of capital at the consumer and corporate levels are the major drivers to further strengthen the need for Islamic finance as a source of funding and dealing to expedite growth in these economies. This capital is available.
There is a need to encourage trade finance activity that is structured in Sharia compliant manner between the IOC countries; this in turn would encourage trade among these countries which would lead to the development of the industry. There is a liquidity gap between IOC countries; the counties that have huge liquidity and capital will be able to support the projects which would be feasible and opportunistic in countries that have tight liquidity.

Anything else you would like to add in regards to investment opportunities and challenges across OIC markets?

There is a huge opportunity in opening up the OIC market to the world by finding the similarities and bridging the gap between Sharia investing and ESG (Environmentally friendly, socially responsible and corporate governance) investing. While both Sharia and ESG apply negative screening processes, we managed to add the prudence element i.e. avoiding excessive leverage, which has proven better performance compared to conventional, and we learned the active involvement element from ESG which is helping in adding value to the societies.

SEDCO CAPITAL سدكو كابيتال

MR. NOUR MOUSSA, CHIEF EXECUTIVE OFFICER

Desert Technologies SAUDI ARABIA

Annual Revenue: $53 million
Number of Employees: 26
Number of Branches: 3
Countries in which your company operates: Saudi Arabia, Egypt, Jordan, United Arab Emirates, Morocco, Djibouti

Please describe your company's growth strategy and focus regions/market segments.

Desert Technologies is a solar photovoltaic project developer, EPC (engineering, procurement and construction) contractor and solar module manufacturer. Our company's growth is driven by both the rapid expansion of the Solar Photovoltaic market in the MENA region and key competitive advantages, which include our vertical integration (project development>module manufacturing>system installation), sophisticated financial structuring, feet on the ground in the region, an exceptional team and strong financial backers prepared to invest in projects. We usually work with developmental banks such IFC and EBRD, the non-recourse project finance model enabling us to use leverage to expand exponentially.

Does your company currently do business with or source products/services significantly from any OIC* countries?

Yes

If yes, which OIC countries do you work with, and in what capacity?

We currently have active projects in Saudi Arabia, Egypt, Jordan, United Arab Emirates, Morocco, Djibouti. All our current projects are utility-scale solar photovoltaic development projects where we are acting either as developer and/ or EPC contractor. Our headquarters are in Jeddah, but we also have offices in Amman and Cairo.

What was the reason you selected those countries to work with?

Our company's choice of markets are driven by where we find opportunity. We will work wherever a compelling project is presented to us, offering an attractive ratio of reward to risk.

Are any fast growing OIC* countries in your consideration? Why or why not?

Yes. We currently have active projects in Saudi Arabia, Egypt, Jordan, United Arab Emirates, Morocco, Djibouti. We are working in these countries because we believe the specific projects we are involved in will offer attractive returns relative to risk.

What are some of the challenges in OIC countries you've done business with or are considering doing business with?

Almost all of our projects involve working with governments, and the largest challenge has always been legislative uncertainty, procedural errors or bureaucratic delays driven by a lack of experience with photovoltaic technology. However, this is always the case as an unfamiliar technology is first adopted in a country.

In the next 5 years, where will your major direction be in terms of international expansions? Will you be looking to grow in OIC countries, or in other countries?

As is typical of infrastructure, the time required for our projects to mature from the investment phase to the cash generation phase is usually 18 months to 2 years, so we have quite strong visibility on our growth trajectory as well as our geographic expansion. Currently, we have a pipeline of projects in the countries mentioned above that will sustain triple digit growth in the company for the next 3 years. However, we always are monitoring the market for new and 'unmissable' opportunities.

How do you see the relevance and importance of Islamic capital/ finance in your company's growth?

Financial structuring is one of the most important aspects of energy infrastructure, and in particular solar photovoltaic, project development. In this region, Islamic financing presents numerous opportunities. We believe the region will see the first solar usufruct sukkuk within the next 12 months, securitizing the cash flows from a sovereign backed power purchase agreement.

تكنولوجيات الصحراء
desert technologies

MR. BUĞRA KOYUNCU, CHIEF EXECUTIVE OFFICER

LOGO TURKEY (ONE OF THE LARGEST SOFTWARE COMPANIES IN TURKEY)

Annual Revenue: 70.7 million TL/ US$ 29 million in 2013 (Sales Revenue)
Number of Employees: 500
Number of Branches: 4
Countries in which your company operates: 18

Please describe your company's growth strategy and focus regions/market segments.

LOGO's services include: SME Solutions, ERP Solutions, Integration Products, HR Solutions, Business Intelligence Solutions, Mobile Solutions, and e-state Applications. As the fastest growing company in the industry with more than 900 dealers and extensive network of distribution channels, Logo currently provides services for more than 1,300,000 users in Turkey, the Middle East, and Eastern Europe.

In 2013, *LOGO* signed an agreement with EAS Solutions SARL, a subsidiary of private equity fund Mediterra Capital Partners. Later that year, we acquired one of our major competitors, Netsis, and also started our LOGO Elektronik Ticaret Hizmetleri A.Ş (e-LOGO) in the first quarter of 2014. In the upcoming period, we will carry on to create unstainable investment value benefiting from the opportunities of our business areas by elevating our competencies to a higher level.

Within this strategy, we have focused on increasing our operational efficiency in the last period. In parallel with our continuing R&D activities, we have reached a significant share in the local e-invoice integration services. Accordingly, in the last period, we have increased our sales revenues by 40% compared to the previous year. We are on the path of becoming a regional leader with our value added activities beside our organic growth.

Does your company currently do business with or source products/services significantly from any OIC* countries?

As *LOGO* we are carrying out our work with the aim of becoming a regional brand that can cater to countries in Europe, Middle East, Africa, and Asia, and adapt our business practices and products to meet the legal regulations of those countries, through duly authorized business partners.

We are working with 13 OIC countries, which include Saudi Arabia, United Arab Emirates, Islamic Republic of Iran, Egypt, Pakistan, Iraq, Morocco, Azerbaijan, Sudan, Libya, Turkmenistan and Jordan.

As *LOGO*, we always focus on localization. Logo products are localized and can function in 12 languages, and several business practices and legislations to meet the users' needs.

When talking about software investments, the US and Far East markets are advanced and saturated, while OIC countries have unique opportunities and are at the early stages when it comes to software development, this is why those countries are of more interest for us.

Are any fast growing OIC* countries in your consideration? Why or why not?
In the past few years we have been giving great focus on the international market, mainly the MENA region since we believe that we have much to provide to this area. World Economic Forum has a maturity index for IT. In the USA it is four out of four, while Turkey is only one out of four. In terms of network readiness, Turkey and OIC countries are doing very well when compared to Brazil and Russia. This makes for unique opportunities for us.

What are some of the challenges in OIC countries you've done business with or are considering doing business with?
Business is affected a lot by the economic and political instability that some of the OIC countries is facing. That is why; we have had some challenges in this region. *LOGO* always aims to make companies more successful. We try to support the companies' daily routines.

In the next 5 years, where will your major direction be in terms of international expansions? Will you be looking to grow in OIC countries, or in other countries?
LOGO constantly seeks to provide its partners with avant-garde business applications. In the coming years, *LOGO* intends to concentrate on its current partners, by providing them with the maximum support to grow stronger in their local markets; as well as seeking new partnerships in other countries within the MENA region.

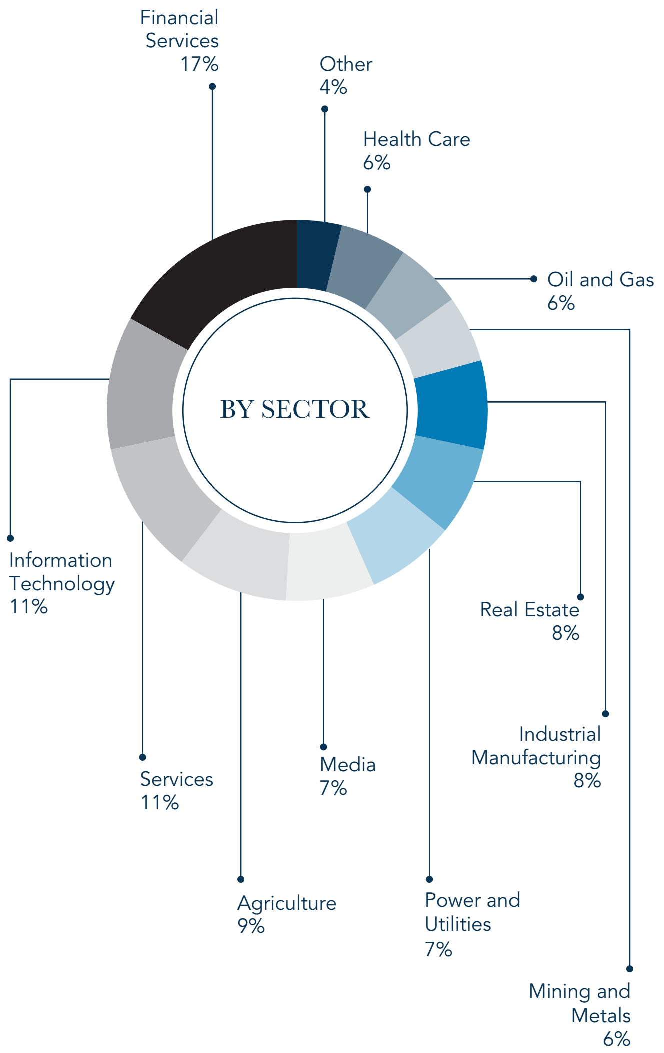
With the support of Mediterra, and as the first publicly traded IT company in Turkey, Logo's next target is to list its shares in NASDAQ within 5 years.

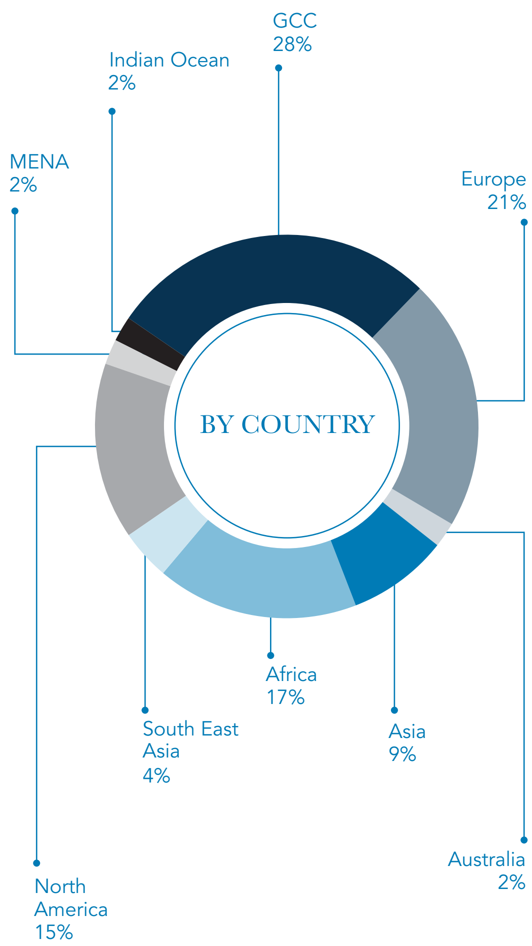
THOMSON REUTERS ZAWYA — INVESTMENT MONITOR

Thomson Reuters Zawya has developed a new actionable tool in the form of an *Investment Monitor* which lists active investment opportunities across the Islamic markets globally. This Investment Monitor is marketed exclusively to investors to enhance flows to actual investment opportunities. The Investment Monitor is an easy to access web-based system open to investment opportunities and more than 20,000 investors.

The *Investment Monitor* includes deals and information provided by the investment promotion agencies of different countries and is supported by the *Islamic Development Bank Group Business Forum – Thiqah.*

As of this publication, 47 active projects are listed on the *Investment Monitor* which is expected to grow once the platform is officially launched at the 'Global Islamic Investment Gateway' event in Bahrain. Below is the listing of the investment opportunity title by sectors and country of origin. The *Investment Monitor* hosts the full detail on each project as well as direct contact information:





Source: ThomsonReuters Zawya – Investment Monitor. Important Note: The above list includes deals and information provided by the investment promotion agencies of different countries, users should treat data with care as Investment monitor make no representation or warranties of any kind, expressed or implied, about the completeness, accuracy, reliability or suitability of this information for your purposes.

APPENDIX

INDEX METHODOLOGY

The *2015 Islamic Growth Markets Investment Index™* was developed as a relative ranking of OIC countries on their investment attractiveness based on following key metrics per category:

1. **Growth fundamentals:** Population, 'Ease of Doing Business' rating, GDP per capita — *(equally weighted)*

2. **Growth momentum:** IMF Outlook GDP Growth projections (2014-19)

3. **Investment momentum:** Total FDI inflows, FDI Inflows growth (2009-2013), Sharia based financial base (# of IF Banks, Regulatory framework ranking) — *(equally weighted except Sharia based finance base which was 0.5 weighted)*

4. **Relative country risk:** OECD Country Risk ranking (Jan 2014)

The overall Index score was normalized and derived from the weighted sum of the four metrics categories normalized scores. Growth momentum was given 2x weightage with rest equally weighted as follows:

Index weighted score = Growth fundamentals normalized score **+** (2x Growth momentum normalized score) **+** Investment momentum normalized score **+** Relative country risk normalized score

Normalization formula applied to each of the 4 metric categories was as follows:

$$\textbf{Normalization formula} = \frac{\text{Actual metric value} - \text{Minimum metric value across the data set}}{\text{Max data value across the data set} - \text{min data value across the data set}}$$

Sector clusters: Top OIC industry clusters were identified by ranking OIC countries by the following key metrics: Exports for the sector grouping; Net exports growth ranking (2009-13) Net implies %growth above global growth level; Imports for the sector grouping; Net imports growth ranking (2009-13) Net implies %growth above global growth level; Consumer spending/domestic demand score per sector. The weightage applied to derive total Sector score was as follows:

Top Sector score = Exports score **+** Net Exports Growth score **+** Import score **+** (0.5 **×** Net Import Growth score) **+** (0.5 **×** Consumer/Domestic demand score)

2015 ISLAMIC GROWTH MARKETS INVESTMENT INDEX™ — RAW DATA SET

COUNTRY	POPULATION 2013	EASE OF DOING BUSINESS RATING	GDP (CURRENT US$) 2013	GDP PER CAPITA (CURRENT US$)	GDP GROWTH (2014-2019) PROJECTED	FDI INFLOWS (CURRENT US$)	FDI INFLOWS GROWTH (2009-2013) IN %	NO. OF IF BANKS	IF REGULATORY FRAMEWORK SCORE)	COUNTRY RISK × SCORE (OECD JAN 2014) (5=LOW RISK/0=HIGH)
Malaysia	29,716,965	172	$313,158,000,000	$10,538	10%	$11,582,675,744	217%	76	108	5
Indonesia	249,865,631	76	$870,275,000,000	$3,475	8%	$23,286,844,586	48%	78	66	4
United Arab Emirates	9,346,129	168	$402,340,000,000	$43,049	6%	$10,487,950,987	27%	73	63	5
Qatar	2,168,673	140	$202,450,000,000	$93,714	7%	$(840,384,615)	0%	38	34	4
Kazakhstan	17,037,508	113	$231,876,000,000	$13,610	11%	$9,738,521,652	-9%	2	22	2
Egypt, Arab Rep.	82,056,378	78	$271,427,000,000	$3,314	13%	$5,553,000,000	-5%	26	19	1
Saudi Arabia	28,828,870	141	$748,450,000,000	$25,962	4%	$9,297,693,333	-29%	99	20	5
Morocco	33,008,150	119	$103,824,000,000	$3,093	8%	$3,360,909,924	14%	4	—	4
Turkey	74,932,641	135	$819,990,000,000	$10,972	6%	$12,918,000,000	11%	5	23	3
Mozambique	25,833,752	63	$15,311,000,000	$605	12%	$6,697,422,432	65%	—	—	1
Bangladesh	156,594,962	17	$161,763,000,000	$958	11%	$1,501,647,072	16%	38	76	1
Turkmenistan	5,240,072	24	$40,826,000,000	$7,987	14%	$3,061,000,000	-9%	—	—	1
Kuwait	3,368,572	104	$175,787,000,000	$52,197	3%	$1,843,369,998	13%	92	39	5
Oman	3,632,444	124	$77,116,000,000	$21,929	3%	$1,625,877,491	2%	11	42	5
Pakistan	182,142,594	62	$232,757,000,000	$1,275	9%	$1,307,000,000	-14%	54	70	0
Brunei Darussalam	417,784	89	$16,109,000,000	$38,563	3%	$895,000,000	29%	2	58	5
Azerbaijan	9,416,598	110	$73,537,000,000	$7,812	8%	$2,619,437,000	-3%	3	—	2
Bahrain	1,332,171	137	$32,791,000,000	$24,689	3%	$988,829,787	40%	57	94	3
Albania	2,773,620	122	$12,724,000,000	$4,659	8%	$1,253,783,309	-2%	2	10	1
Jordan	6,459,000	73	$33,858,000,000	$5,214	7%	$1,798,450,704	-7%	12	23	2
Uzbekistan	30,241,100	49	$56,805,000,000	$1,878	9%	$1,077,000,000	6%	—	—	1
Burkina Faso	16,934,839	23	$12,042,000,000	$684	11%	$374,319,286	60%	—	—	0
Niger	17,831,270	22	$7,413,000,000	$415	11%	$631,444,822	0%	1	—	0
Djibouti	872,932	35	$1,455,000,000	$1,668	10%	$286,004,468	31%	3	5	0
Libya	6,201,521	2	$65,516,000,000	$11,965	11%	$702,000,000	-15%	3	11	0
Algeria	39,208,194	36	$212,453,000,000	$5,361	4%	$1,689,286,299	-11%	3	1	4
Nigeria	173,615,345	20	$521,812,000,000	$3,006	7%	$5,609,000,000	-10%	3	25	0
Cote d'Ivoire	20,316,086	43	$32,061,000,000	$1,529	10%	$370,991,548	-2%	—	—	0
Kyrgyz Republic	5,719,500	88	$7,225,000,000	$1,263	8%	$757,642,400	41%	1	13	0
Gabon	1,671,711	46	$19,266,000,000	$11,571	6%	$856,000,000	11%	—	—	2

SOURCE

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MALAYSIA 2015 ISLAMIC FINANCE COUNTRY REPORT

Thomson Reuters, Islamic Research and Training Institute (IRTI) and the General Council of Islamic Banks and Financial Institutions (CIBAFI) will soon launch a country-specific report that will provide you with the most relevant and high-impact insights on Islamic finance investment and expansion opportunities in Malaysia.

STAY TUNED FOR EXCLUSIVE CONTENTS INCLUDING:

- Review and assessment of both the current and future sources of growth for Malaysia, their challenges and forward-looking strategic opportunities for Islamic finance
- Overview and assessment of the Islamic financial industry in Malaysia relative to the overall financial system
- Detailed assessment of consumer preferences, usage and satisfaction levels on the use of retail financial services and insights into potential strategies that can be adopted by Islamic financial institutions
- Recommendations for positioning Islamic banking, takaful and other Islamic finance sectors in Malaysia as integral contributors to the financial system and overall economic growth
- Overview assessment of Islamic finance regulatory frameworks and their impacts for the near- to mid-term
- Examination of Malaysia's Islamic finance position and role in Southeast Asia and the Middle East and an evaluation of areas of convergence and divergence
- Evaluation of Malaysia as a global Islamic finance hub through analysis of existing and planned infrastructure development and market activity
- Due diligence for unique Shariah-compliant investment opportunities in Malaysia

MALAYSIA'S FINANCIAL SERVICES SECTOR KEY FEATURES:

BANKING

- Islamic banking penetration is 3 times lower than that of conventional banking
- Islamic financing growth rate higher than the growth of Islamic banking assets in 2013
- Islamic banking deposits have promising growth momentum
- Islamic banks liquidity situation remains an issue through the transition under IFSA 2013

TAKAFUL

- Conventional insurance penetration rate is around 7 times higher than takaful penetration
- New family takaful entrants and reforms have resulted in a continuous increase in net contributions
- Family takaful funds are potential investors in sukuk investments
- Segregating composite licenses for both insurance and takaful will change structure of operators' assets

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