enterprise
A NEWSLETTER FROM BUSINESS BANKING

News update

Dubai airport passenger numbers up 11.4% in February
Consumer spending in UAE to reach AED677bn
Dubai World Central airport eyes 25-30 passenger airlines by 2015
UAE prepaid market to reach AED66bn in 2015
UAE remains largest market for imports in Arab world
Dubai gears up for next, more modest boom
Saudi economy rallies despite oil output drop
10 UAE start-ups to watch
Demystifying cross border payments for SMEs could boost UAE trade flow with China
Dubai rents go up further by 3 to 4%

Events and Promotions
Presenting Islamic Banking products from Business Banking
An investment better than gold
Bulletproof foreign exchange hedging

Strategies to minimize risk, maximize gain and sleep better

By Dirk Flaherty

Making currency-buying decisions in a country that imports a large proportion of the goods it consumes can be a harrowing job. Not only does a business need to track foreign exchange, or forex, spot and forward trading rates, but it also needs to make critical decisions on when to buy forex for specific payments.

“The larger your foreign exchange needs are, the greater your risk,” said Jan Koestner, chief financial officer at Mobrun Trade Advisors, a consultancy that helps companies with the paperwork necessary to import and re-export big-ticket goods.

“For example, you know in June that you will need to pay a supplier of washing machines EUR 20 million in September. What do you do? Buy the euro today and leave it on deposit? Or make a deal to buy euro close to the payment date. Either way, you run not just currency rate risk but also interest rate risk,” Koestner said.

Most companies spend significant amounts of money tracking forex rates in an effort to minimize the cost of buying currencies to pay for imports. Often, they forget that whatever buying decision they make is subject to market risk. A mere 0.01 change in the rate could result in a loss of thousands, if not millions, of dollars.

Koestner recommends that after a decision on "when" to buy – spot or forward – a company also uses hedging methodologies that minimize rate risk. These could include anything from plain vanilla outright forward deals to exotic options.

Outright Forwards offer a company a fixed-rate solution even though the settlement may not be due for some time. Using outright forward deals is based on the maxim that the currency with the higher of the two interest rates is always weaker in the forward market than in the spot market.

Window Forwards offers a company some degree of flexibility on the date the deal is settled, but is still an obligation that must be fulfilled on a date of the customer’s choosing, but which must be between two pre-agreed forward dates.

Options are similar to outright forward deals, and are often used for the same purpose. However, the difference is that the owner of an option has the right, but not the obligation, to exchange one pre-agreed currency for another at a pre-determined exchange rate by or on a specified date in the future. In many ways, an option can be compared to a traditional insurance policy. Just as a company pays an insurance premium to insure its buildings against fire, so it may pay an option premium to protect itself against an adverse movement in an exchange rate.

Exotic Options enable market users exposed to the risk of adverse rate changes to hedge their risks more precisely. This makes it possible to purchase options more cheaply; sell them without unlimited risk; obtain an alternative risk/reward profile compared to vanilla options or traditional forwards; and match risk profiles more accurately.

“Choosing which hedging strategy you employ will depend on a number of variables, of which the size and timing of the payment or purchase are just the start,” Koestner said. “Forex trading is an extremely large, complex and fast-paced market. Trying to time this market with limited knowledge or resources could be a recipe for financial disaster.”

For a small or medium-sized business, this could result in wiping out the company’s net worth, even from a single unhedged deal.

“It is possible that using hedging strategies marginally increases the cost of acquiring currency. But look at it this way: buying insurance increases the cost of car-ownership; does that stop us from insuring our cars? Hedging is an effective insurance policy, so to speak, and should not be discounted simply due to the cost.”

At the same time, outsourcing your hedging requirements to a reputed and large financial institution often works better than trying to meet them in-house, “unless you’ve employed a couple of geniuses who require no sleep”, he said.

Also, he recommends companies choose the institution with care. “Look for high levels of expertise and market understanding; look for a track record of successful hedging deals; make sure it is stable and well financed… Most of all, look at the trust levels. Does the institution have a reputation for being trustworthy and customer-focused? Will it take the trouble to define a hedging strategy that matches your needs? Or will it try to sell you a product off the shelf? A well articulated bespoke strategy is not only more successful, but also more cost-effective.”

© Zawya
SME opportunities in the GCC transport and logistics sector

By Jude Hardy

The transport and logistics sector in the Middle East was estimated to have reached a value of USD 35 billion by the end of 2012; largely driven by GCC countries investing in their infrastructure and economic growth. In the GCC, the 2012 estimate was slated as USD 27 billion – USD 9 billion of which was attributed to the UAE.

This is set to grow, however, by 8% to 9% until 2020 in the UAE, with revenues expected to hit USD 16 billion in the next decade, according to a 2010 Frost and Sullivan report. The UAE benefits from its proximity to India and China (considered high-growth economies) and the Emirates imports approximately 60% of its products. Additionally, a large percentage of imports also travel through the UAE’s borders from Asia and the Far East, for export on to Europe and the USA. All of these factors throw up opportunities for SMEs in the sector. This is supported by the UAE’s transport infrastructure; which is ranked first regionally and 11th globally (in terms of availability/quality), according to the Global Enabling Trade Report, 2012.

The 2012 Agility Index of Emerging Markets Logistics also placed the UAE fifth in 41 markets; based on market size and growth, market compatibility and market connectedness.

“The logistics and transport sector is the biggest contributor to Dubai’s GDP, along with tourism,” Mahmood A Tassadaq, managing director, Adam Advisors, said.

There are many opportunities for SMEs to operate and also break in to the sector, he continued, citing examples: “There are different types of transport, freight forwarders, and logistics companies operating in this sector.”

A number of planned projects in the sector are set to further stimulate economic growth. Currently, the sector is growing at “over 15% per annum”, Tassadaq continued. This continued growth will allow SMEs to break into the market, as well as flourish within it.

Plans such as the USD 10.9 billion Etihad Rail (the UAE’s National Railway) project – including a 1,200Km line running from Al Ghuwaifat on the Saudi Arabian border, through Liwa, Dubai and across to the East coast of the UAE – are set to add a total of USD 952.65 million to GDP by 2030. Phase one of the project is scheduled for completion in 2014, with the third and final phase scheduled for completion in 2016.

In the capital, the Abu Dhabi Surface Transport Master Plan (STMP) is due to attract SME participation. The project will involve the construction of a multi-billion Dirham integrated transportation network of highways, regional rail, metro and tram services (including 131Km of high-speed track) with an additional system of buses, taxis and park-and-ride facilities. The STMP was proposed in line with the prospective increase in population (three million residents by 2030) and is due for completion in 2016. Key cargo areas are set to see distribution centers open – providing additional SME opportunities – which will encourage a shift from road haulage to rail and shipping in line with the master plan.

Port infrastructure projects in both Abu Dhabi and Dubai will also impact opportunities for SMEs in the sector, with expansion projects on-going in the capital as well as growth in its neighboring Emirate. Abu Dhabi’s Khalifa Port started operation at the end of 2012, with a target of 15 million container units per year: the port currently hosts two million containers and nine million tons of cargo per year. The Port and the capital’s Khalifa Industrial Zone Abu Dhabi (KIZAD) together are expected to contribute 15% of the Emirate’s non-oil GDP by 2030.

In neighboring Dubai, Jebel Ali Port and Port Rashid are also growing at a steady rate of 20 per cent; with non-oil foreign trade rising by 13% in 2012 alone.

Taking these figures, projects, upcoming infrastructure works and transport plans into consideration, the future for SMEs operating in this market – or looking to break into the market – seems bright.

© Zawya
The Japanese yen revolution

The scale and breadth of Bank of Japan’s monetary easing took everyone by surprise. The Bank of Japan’s decision to unleash USD 1.4 trillion on unsuspecting markets was designed to fight deflation and re-energize a flagging Japanese economy, and jumpstart a flagging global economy.

The BoJ’s open-ended asset-buying spree could reach as much as USD 2.9-trillion by 2014, according to the governor Haruhiko Kuroda.

However, almost immediately, other forces began taking the shine off the Japanese initiative.

Out west, the latest American payroll numbers showed the creation of a paltry 88,000 new jobs – compared to the 190,000 forecast - and unemployment rate inched back from 7.7% to 7.6%, as the U.S. economy appeared to stall.

The U.S. job number came even as global markets were licking their wounds from the Cyprus fallout and dreaded another possible flare-up this time in Slovenia, which may require an EU bailout.

Analysts remain worried about contagion from seemingly inconsequential economies such as Cyprus and Slovenia. Following the bank restructuring exercise in Cyprus and haircuts for large bank deposits and other liabilities, bank funding costs has reportedly risen in other member states.

Gulf investors were largely focused on equity valuations and domestic factors; even as they saw crude prices stumble. The Dubai market saw a pullback in March, as the index corrected itself after rallying for much of the first quarter.

Still, Gulf investors can hardly complain as they posted a strong first quarter, and most market observers expect the good times in Q1 to continue.

Traders are now focused on valuations and first-quarter results which would determine their future course of action.

The UAE Central Bank’s decision to reconsider plans to implement tough mortgage loan caps helped ease market worries. Meanwhile, Dubai Holding, a flagship emirate company, saw its profits in 2012 soar amid lower costs and higher revenues. With interests in real retail, tourism and financial services sector, Dubai Holding mirrors the continued strength of the wider economy.

Elsewhere, Saudi and Qatari economies also continue to show tremendous strength, especially in the non-oil sector which is helping boost regional investor sentiment.

Currency

The American dollar fell to a two-month low against the euro after U.S. job data disappointed and pointed to a slowdown in the American economy.

Meanwhile, the Japanese yen continued to fall against most currencies after the Bank of Japan unleashed a USD 1.4-trillion monetary easing program. The dollar has risen 12% against the yen, trading at JPY 96.99 – its highest point since November.

Oil

Crude oil did not need much encouragement after U.S. job data added to news of higher inventory. Brent crude fell to USD 104.66 by the first week of April. The International Energy Agency and OPEC officials have both hinted at lower demand this year due to economic weakness in the European Union and the United States, especially in light of ample supply.

Gold

Gold prices edged back from bear market conditions, thanks to a sudden decline in investor sentiment. Gold was trading at a 10-month low of USD 1,540.29 per ounce, but perked after dismal U.S. job numbers.

Most analysts believe this blip is short-lived.

A further drop to USD 1,520.18 would bring the yellow metal 20% down from its peak in late 2011 – widely considered a bear market level for an asset. GFMS, a gold market consultancy, believes gold will be in bear territory by 2014.
Gulf investors pick and choose in Egyptian real estate market

Egypt’s political and economic upheavals are taking their toll on the real estate sector in the short-term, but long-term investors remain entrenched in the country.

Indeed, uncertainty regarding the political situation and continued erosion of the Egyptian pound has worried investors who otherwise see the country ripe for new real estate developments.

The challenges have overshadowed the lucrative Cairo real estate market, which has seen further delays in both construction and leasing commitments, notes real estate consultant Jones Lang La Salle.

Cairo, which has seen its population balloon to 20-million strong, needs thousands of new housing units, but construction activity remains subdued in the city and much of the country. Investment in construction and building sector fell from USD 965.7 million in 2012 to USD 280.9 million – a drop of 70.5% during the year, according to government data. While real growth in construction and building sector grew between 3.3% to 3.7% annually in 2012 and 2011, it was a far cry from the double-digit growth posted in previous years, data shows.

Despite its short-term issues, Egypt remains a dynamic market with a massive housing shortage. So strong is the pent-up demand that green shoots of growth have sprung up even during anxious times for the economy.

“Despite uncertainties, there remains ongoing demand, with Q1 seeing a number of significant leasing transactions in the office market and the launch or commencement of new residential and retail projects. The hotel market also continues to slowly recover from the depressed conditions experienced over the past two years,” said JLL.

Gulf investors continue to view the country favorably. Al-Futtaim Group and Emaar Properties, two of the UAE’s largest developers, have joined hands to develop Cairo Gate, a USD 830-million mixed use development on 16 acres near the Cairo-Alexandria highway. Emaar has also announced plans for USD 2 billion Emaar Square in the capital, while Majid Al Futtaim is building a USD 800 million Mall of Egypt project in Sixth of October City.

New Cairo apartments have seen prices rise 4% during the fourth quarter to reach USD1,180 sq m, and villas prices shot up 9% during the period to stand at USD 1,974 per sq m.

The Egyptian economy’s underlying fundamentals remain strong and point to exponential growth for those that can weather the short-term political and economic storms that are likely to continue interrupting the economy for some time to come.

© Zawya
Dubai airport passenger numbers up 11.4% in February

Passenger traffic at Dubai’s main airport surpassed 5 million people in February, rising 11.4% from a year earlier, airport authorities said.

The airport, one of the world’s busiest, handled 5.1 million passengers in February. Year-to-date traffic was up 13% to 10.6 million passengers.

“We continue to stay ahead of the curve in terms of our traffic forecast of 65.4 million passengers in 2013,” Dubai Airports chief executive Paul Griffiths said in the statement. – Thomson Reuters

http://www.zawya.com/story/Dubai_airport_passenger_numbers_up_114_in_February-TR20130326nLSN0CIODZ2

Consumer spending in UAE to reach AED677bn

With the economy recovering and the cost of living moving upward, consumers in the UAE are expected to spend more out of their pockets this year and in the next few years, industry analysts told Gulf News.

According to Euromonitor International, consumers are forecast to spend AED677 billion this year, up 4.1% in real terms over 2012. – Gulf News

http://www.zawya.com/story/Consumer_spending_in_UAE_to_reach_AED677bn-GN_03042013_040428

Dubai World Central airport eyes 25-30 passenger airlines by 2015

The Department of Economic Development Dubai World Central (DWC) airport will see around 25-30 airlines operating from the new airport in about two years time, according to a senior Dubai Airports official.

The airport body said on Wednesday, Dubai World Central airport will kick off passenger flight operations on October 27 this year with two budget carriers - Saudi Arabia’s nasair and Europe’s Wizz Air - as launch carriers. – Gulf News


UAE prepaid market to reach AED66bn in 2015

The revenues for the UAE prepaid industry are expected to grow three-fold reach USD 18 billion (AED66 billion) by 2015.

This was stated by the organizers of the upcoming Prepaid Summit Middle East which will be held in Dubai on April 17.

This year's summit will focus the rapid pace of evolution in the sector, as well as take a look at marketing techniques. More than 120 prepaid experts are slated to come together to share success stories, consider the future of the sector, as well as to table the challenges. – Emirates 24/7

http://www.zawya.com/story/UAEme_prepaid_market_to_reach_AED66bn_in_2015-ZAWYA20130405040609
UAE remains largest market for imports in Arab world

The UAE maintained its position as the largest Arab market with imports exceeding USD 256 billion in 2011 while it was second only to Saudi Arabia in exports.

Given its massive crude sales, Saudi Arabia dominated the Middle East in terms of exports although it was second to the UAE in imports.

Figures by the Kuwaiti-based Inter-Arab Investment Guarantee Corporation (IAIGC) showed imports of goods and services by the UAE stood at around USD256.4 billion in 2011, by far the largest in the Middle East. The UAE even surpassed Turkey for the first time as imports by that country stood at USD254 billion in 2011. – Emirates 24/7

http://www.zawya.com/story/UAЕ_maintains_rank_as_largest_Arab_market-ZAWYA20130405040510

Dubai gears up for next, more modest boom

Four kilometers off the coast of Dubai, more than 200 tiny, man-made islands bake under the sun. Built five years ago, they were to be one of the emirate's most spectacular projects, an archipelago of resorts and luxury housing laid out in the shape of a world map.

Apart from a few facilities such as a villa and a beach club, the islands are empty. After creating them at a cost of hundreds of millions of dollars, state-owned property firm Nakheel sold about 70% of the land. But most of the buyers have lacked the cash or the will to go ahead with development plans. – Thomson Reuters

http://www.zawya.com/story/Dubai_gears_up_for_next_boom-TR20130327nL5N0B88F04

Saudi economy rallies despite oil output drop

Despite cuts in its oil output, and the generally nervous economic sentiment globally, the Saudi economy continues to race ahead.

Saudi production has fallen from a high of 9.91 million barrels per day in the second quarter of 2012, to 9.07 million by January 2013, according to OPEC data.

Saudi and other Gulf states are reining in output as the global economy falters and demand for crude remains subdued. – alfarabia.com

http://www.zawya.com/story/Saudi_economy_upbeat_in_Q1-ZAWYA20130402081118

10 UAE start-ups to watch

The number of start-ups in the UAE is swiftly increasing, especially in the digital arena, with budding entrepreneurs receiving support from seed investors, mentors and even the government.

The established ones are also starting to see results. Dubai-based e-commerce website Cobone.com was recently acquired by US-based investment firm Tiger Global Management for an undisclosed sum, while Just Falafel, another celebrated UAE success story, is now looking at opening 20 stores across the UK – Gulf Business.

http://www.zawya.com/story/ZAWYA20130401081342
Demystifying cross border payments for SMEs could boost UAE trade flow with China

Demystifying cross border foreign exchange (FX) payments for small and medium businesses (SMEs) to help them manage and maximize international trade opportunities could boost UAE trade flow with China, according to research revealed today by Western Union Business Solutions.

Despite the importance of SME importers to the UAE’s private sector, independent research among SME importers in the UAE has revealed that well over half (60%) of those surveyed are unaware of the commercial opportunities of trading in Chinese Renminbi (RMB). SMEs in the UAE that trade with China largely make payments in US Dollars (USD), which could be leaving them exposed to millions of dollars in hidden FX costs and charges. – Zawya.com

Dubai rents go up further by 3 to 4%

Renewed confidence in the economy and the real estate sector is pushing rents up further in some areas in Dubai during the first quarter of the year.

A report released by real estate consultants Asteco revealed that rents for apartments and villas in Dubai increased by 3% and 4% respectively during the period January to March this year when compared to the last quarter of 2012. Over the past 12 months, average rent increases stood at 19% for apartments and 215 for villas. – Gulf News

http://www.zawya.com/story/Dubai_rents_go_up_further_by_3_to_4-
GN_02042013_030449/ ■

© Zawya

Truth: He dreams of his business going places
Reality: Business Financing Solutions to empower his dreams

SMS ‘BLP’ to 4453
Mohammed Abdul Rahim Al Fahim: The simple man of luxury

On growing up
To me both parents have unique characteristics in shaping up their children. Sometimes you find that a father is more influential at some points where as your mother is more influential at other aspects. I learnt precious values of life from my father whereas I learnt the softer morals of life from my mother. I remember my father around the time I was a teenager, would never dictate to me what to do and what not to. This taught me how to lead by example and not to dictate terms to others. He used to tell me stories and incidents of his life and take me along with him for events that let me observe him and his actions. I learnt from my mother different emotions; how to love and care.

On managing staff
I like to be one of them and I like them to be in a position of honor which allows them to engage in problem solving and give a chance to show their creativity. I used to work part-time in that shop supplementing it with my office work which was more like a passion. I did all the things a salesman would do, I bought and sold and interacted with customers. I was part of the process I did not do it all alone, I need to thank my father, brothers and the whole team. It was the passion and the people who were driving me.

On making mistakes
Well if you don’t mess up you are not human and that is the beauty of life. When you make mistakes you learn and rectify your actions. I make mistakes till date. I never regret anything that has gone wrong in my life because when you regret you lose. I don’t have any regrets about anything but I try to learn from my mistakes. I made many mistakes but I always learn from them every single time. The olden days
The Paris Gallery you see today started formally in 1994-95. I opened a shop in Souk Sharjah that many still remember vividly I guess. I used to work part-time in that shop within employees; there will be more discipline and a homely atmosphere at the office. You won’t believe it just took one day for the new design to work. I was amazed as I thought there would be some resistance. My current office is a small cabin that seats no more than two people.

On corporate governance
When you reach a certain size you need to take a serious look at your business practice. You want to instill corporate governance in a way that does not kill creativity but at the same time don’t let creativity kill you. You have to be able to expand with a feasible up-to-date business plan.

You have to instill corporate governance with a lot of supervision. It has to be done in a structured and professional manner where the whole company has to have the right set of checks and balances. A system that ensures every senior is looking after his colleague in terms of accountability and responsibility. What you believe as a leader will reflect in your business.

My advice to entrepreneurs is start building corporate governance, it’s not expensive. It’s only a fear we have within ourselves since we have built our businesses from scratch. But let me tell you if you do not start practicing corporate governance then you are making a mistake, your killing your business yourself.

When your business is at the highest possible standard and there is clarity of processes you will find that the decision making process can be done in a much more professional, creative and profitable way. This will give you and your senior workforce the necessary time to contribute to the future of the company instead of getting stuck in the day-to-day affairs of the organization.

On the future
Well initially I thought I would retire when I reached 45 years of age. That did not happen and will not happen but I want to retire from my current position in the next few years time. I would like to free myself so I can get time for myself, my family and society.
An investment better than gold

Introducing Gold Certificates from Emirates NBD

You’ve invested in gold bars or gold jewellery before. Now, as our Business Banking Customer you can discover gold in its most convenient and safe form - Gold Certificates from Emirates NBD.

Our Gold Certificates allow you to invest in the precious metal without any of the hassles of buying and storing it safely. What’s more, you can redeem them at your convenience, in cash or gold bars.

Features of the Gold Certificate
Emirates NBD is the only bank in the UAE to offer this innovative product. Moreover, it has a number of features which include:

> Available in denominations of 500 grams (0.5kgs) and multiples
> Issued as per the daily price quoted by Emirates NBD based on live international gold prices
> Issued in lieu of physical gold held by Emirates NBD for a maximum period of 60 months
> Can be redeemed either in cash or physical gold bars on any day before maturity

Benefits worth their weight in gold

Safe
Rest assured, your gold is safe and secure at the bank so storage or theft is not a concern.

Convenient
There are over 110 Emirates NBD branches across the UAE, and you can buy or redeem your certificates at any of our branches. Your certificates can be redeemed at any time prior to maturity, either in cash or gold bars giving you unparalleled investment flexibility.

Sensible
With Gold Certificates from Emirates NBD, you can enjoy all the advantages of investing in gold without any of the hassles. What’s more, they are also an excellent gift option for special and festive occasions.

Apply today
Please complete the attached application form and submit it to our customer service representatives at any Emirates NBD branch.
Truth: Presenting Islamic Banking products from Business Banking

Reality: Let your values guide you while you bank

At Emirates NBD Business Banking we understand that your values and principles are important to you. That is why we are pleased to offer you a choice of Shari’a compliant Islamic Banking products with exceptional features and benefits.

Islamic Current Account
A Shari’a compliant Islamic Current Account based on the principal of “Qard Hassan” with no profit payments. Available in AED and USD with cheque book facility and free international ATM / Debit Card (AED accounts only).

Mudaraba Call Account
A Shari’a compliant Call Account with participation in the common Mudaraba Profit Pool. The account requires a minimum investment of AED 100,000 (or USD equivalent) and offers attractive profit rates, calculated on a monthly average balance basis. Available to non individual customers only.

Mudaraba General Investment
A Shari’a compliant term deposit which is a profit-sharing contract between a capital provider and a fund manager in a joint investment. The account requires a minimum investment of AED 10,000 (or USD equivalent) and offers attractive profit rates, paid on a quarterly basis.

Wakala Deposits
A Shari’a compliant contract in which you, as the customer, can authorize the Bank to invest funds in Shari’a approved activities for profits. With minimum investment requirement of AED 4 Million (or USD equivalent), profits are paid along with the capital on contract maturity.
PLEASE READ THE FOLLOWING TERMS AND CONDITIONS OF ACCESS FOR THE PUBLICATION BEFORE THE USE THEREOF. By continuing to access and use the publication, you signify you accept these terms and conditions. Emirates NBD reserves the right to amend, remove, or add to the publication and Disclaimer at any time. Such modifications shall be effective immediately. Accordingly, please continue to review this Disclaimer whenever accessing, or using the publication. Your access of, and use of the publication, after modifications to the Disclaimer will constitute your acceptance of the terms and conditions of use of the publication, as modified. If, at any time, you do not wish to accept the content of this Disclaimer, you may not access, or use the publication. Any terms and conditions proposed by you which are in addition to or which conflict with this Disclaimer are expressly rejected by Emirates NBD and shall be of no force or effect. Information contained herein may be subject to the terms and conditions of use of the publication, after modifications thereto by or obtained from unaffiliated third parties. Moreover, the provision of certain data/information in the publication may be subject to the terms and conditions of other agreements to which Emirates NBD is a party.

None of the content in the publication constitutes a solicitation, offer or recommendation by Emirates NBD to buy or sell any security, or represents the provision by Emirates NBD of investment advice or services regarding the profitability or suitability of any security or investment. Moreover, the content of the publication should not be considered legal, tax, accounting advice. The publication is not intended for use by, or distribution to, any person or entity in any jurisdiction or country where such use or distribution would be contrary to law or regulation. Accordingly, anything to the contrary herein set forth notwithstanding, Emirates NBD, its suppliers, agents, directors, officers, employees, representatives, successors, assigns, affiliates or subsidiaries shall not, directly or indirectly, be liable, in any way, to you or any other person for any: (a) inaccuracies or errors in or omissions from the publication including, but not limited to, quotes and financial data; (b) loss or damage arising from the use of the publication, including, but not limited to any investment decision occasioned thereby. (c) UNDER NO CIRCUMSTANCES, INCLUDING BUT NOT LIMITED TO NEGLIGENCE, SHALL EMIRATES NBD, ITS SUPPLIERS, AGENTS, DIRECTORS, OFFICERS, EMPLOYEES, REPRESENTATIVES, SUCCESSORS, ASSIGNS, AFFILIATES OR SUBSIDIARIES BE LIABLE TO YOU FOR DIRECT, INDIRECT, INCIDENTAL, CONSEQUENTIAL, SPECIAL, PUNITIVE, OR EXEMPLARY DAMAGES EVEN IF EMIRATES NBD HAS BEEN ADVISED SPECIFICALLY OF THE POSSIBILITY OF SUCH DAMAGES, ARISING FROM THE USE OF THE PUBLICATION, INCLUDING BUT NOT LIMITED TO, LOSS OF REVENUE, OPPORTUNITY, OR ANTICIPATED PROFITS OR LOST BUSINESS. The information contained in the publication does not purport to contain all matters relevant to any particular investment or financial instrument and all statements as to future matters are not guaranteed to be accurate. Anyone proposing to rely on or use the information contained in the publication should independently verify and check the accuracy, completeness, reliability and suitability of the information and should obtain independent and specific advice from appropriate professionals or experts regarding information contained in the publication. Further, references to any financial instrument or investment product is not intended to imply that an actual trading market exists for such instrument or product. In publishing this document Emirates NBD is not acting in the capacity of a fiduciary or financial advisor.

Emirates NBD and its group entities (together and separately, "Emirates NBD") does and may at any time solicit or provide commercial banking, investment banking, credit, advisory or other services to the companies covered in its reports. As a result, recipients of this report should be aware that any or all of the foregoing services may at times give rise to a conflict of interest that could affect the objectivity of this report.

The securities covered by this report may not be suitable for all types of investors. The report does not take into account the investment objectives, financial situations and specific needs of recipients.

Data included in the publication may rely on models that do not reflect or take into account all potentially significant factors such as market

QUICK LINKS
HOME | FEATURED | OPPORTUNITY | MARKETS UPDATE | REALTY CHECK | NEWS UPDATE | EVENTS & PROMOTIONS
risk, liquidity risk and credit risk. Emirates NBD may use different models, make valuation adjustments, or use different methodologies when determining prices at which Emirates NBD is willing to trade financial instruments and/or when valuing its own inventory positions for its books and records. In receiving the publication, you acknowledge and agree that past investment performance is not indicative of the future performance of any investment activity described herein. Moreover, you acknowledge in receiving the publication that the responsibility to obtain and carefully read and understand the content of documents relating to any investment activity described in the publication and to seek separate, independent financial advice if required to assess whether a particular investment activity described herein is suitable, lies exclusively with you. You acknowledge and agree that past investment performance is not indicative of the future performance results of any investment and that the information contained herein is not to be used as an indication for the future performance of any investment activity. You acknowledge that the publication has been developed, compiled, prepared, revised, selected, and arranged by Emirates NBD and others (including certain other information sources) through the application of methods and standards of judgment developed and applied through the expenditure of substantial time, effort, and money and constitutes valuable intellectual property of Emirates NBD and such others. All present and future rights in and to trade secrets, patents, copyrights, trademarks, service marks, know-how, and other proprietary rights of any type under the laws of any governmental authority, domestic or foreign, shall, as between you and Emirates NBD, at all times be and remain the sole and exclusive property of Emirates NBD and/or other lawful parties. Except as specifically permitted in writing, you acknowledge and agree that you may not copy or make any use of the content of the publication or any portion thereof. Except as specifically permitted in writing, you shall not use the intellectual property rights connected with the publication, or the names of any individual participant in, or contributor to, the content of the publication, or any variations or derivatives thereof, for any purpose.

YOU AGREE TO USE THE PUBLICATION SOLELY FOR YOUR OWN NONCOMMERCIAL USE AND BENEFIT, AND NOT FOR RESALE OR OTHER TRANSFER OR DISPOSITION TO, OR USE BY OR FOR THE BENEFIT OF, ANY OTHER PERSON OR ENTITY. YOU AGREE NOT TO USE, TRANSFER, DISTRIBUTE, OR DISPOSE OF ANY DATA INFORMATION CONTAINED IN THE PUBLICATION IN ANY MANNER THAT COULD COMPETE WITH THE BUSINESS INTERESTS OF EMIRATES NBD. YOU MAY NOT COPY, REPRODUCE, PUBLISH, DISPLAY, MODIFY, OR CREATE DERIVATIVE WORKS FROM ANY DATA INFORMATION CONTAINED IN THE PUBLICATION. YOU MAY NOT OFFER ANY PART OF THE PUBLICATION FOR SALE OR DISTRIBUTE IT OVER ANY MEDIUM WITHOUT THE PRIOR WRITTEN CONSENT OF EMIRATES NBD. THE DATA INFORMATION CONTAINED IN THE PUBLICATION MAY NOT BE USED TO CONSTRUCT A DATABASE OF ANY KIND. YOU MAY NOT USE THE DATA INFORMATION IN THE PUBLICATION IN ANY WAY TO IMPROVE THE QUALITY OF ANY DATA SOLD OR CONTRIBUTED TO BY YOU TO ANY THIRD PARTY. FURTHERMORE, YOU MAY NOT USE ANY OF THE TRADEMARKS, TRADE NAMES, SERVICE MARKS, COPYRIGHTS, OR LOGOS OF EMIRATES NBD OR ITS SUBSIDIARIES IN ANY MANNER WHICH CREATES THE IMPRESSION THAT SUCH ITEMS BELONG TO OR ARE ASSOCIATED WITH YOU OR, EXCEPT AS OTHERWISE PROVIDED WITH EMIRATES NBD’S PRIOR WRITTEN CONSENT, AND YOU ACKNOWLEDGE THAT YOU HAVE NO OWNERSHIP RIGHTS IN AND TO ANY OF SUCH ITEMS. MOREOVER YOU AGREE THAT YOUR USE OF THE PUBLICATION IS AT YOUR SOLE RISK AND ACKNOWLEDGE THAT THE PUBLICATION AND ANYTHING CONTAINED HEREIN, IS PROVIDED “AS IS” AND “AS AVAILABLE,” AND THAT EMIRATES NBD MAKES NO WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, AS TO THE PUBLICATION, INCLUDING, BUT NOT LIMITED TO, MERCHANTABILITY, NON-INFRINGEMENT, TITLE, OR FITNESS FOR A PARTICULAR PURPOSE OR USE. YOU AGREE, AT YOUR OWN EXPENSE, TO INDEMNIFY, DEFEND AND HOLD HARMLESS EMIRATES NBD, ITS SUPPLIERS, AGENTS, DIRECTORS, OFFICERS, EMPLOYEES, REPRESENTATIVES, SUCCESSORS, AND ASSIGNS FROM AND AGAINST ANY AND ALL CLAIMS, DAMAGES, LIABILITIES, COSTS, AND EXPENSES, INCLUDING REASONABLE ATTORNEYS’ AND EXPERTS’ FEES, ARISING OUT OF OR IN CONNECTION WITH THE PUBLICATION, INCLUDING, BUT NOT LIMITED TO: (i) YOUR USE OF THE DATA CONTAINED IN THE PUBLICATION OR SOMEONE USING SUCH DATA ON YOUR BEHALF; (ii) ANY DELETIONS, ADDITIONS, INSERTIONS OR ALTERATIONS TO, OR ANY UNAUTHORIZED USE OF, THE DATA CONTAINED IN THE PUBLICATION OR (iii) ANY MISREPRESENTATION OR BREACH OF AN ACKNOWLEDGEMENT OR AGREEMENT MADE AS A RESULT OF YOUR RECEIVING THE PUBLICATION.