




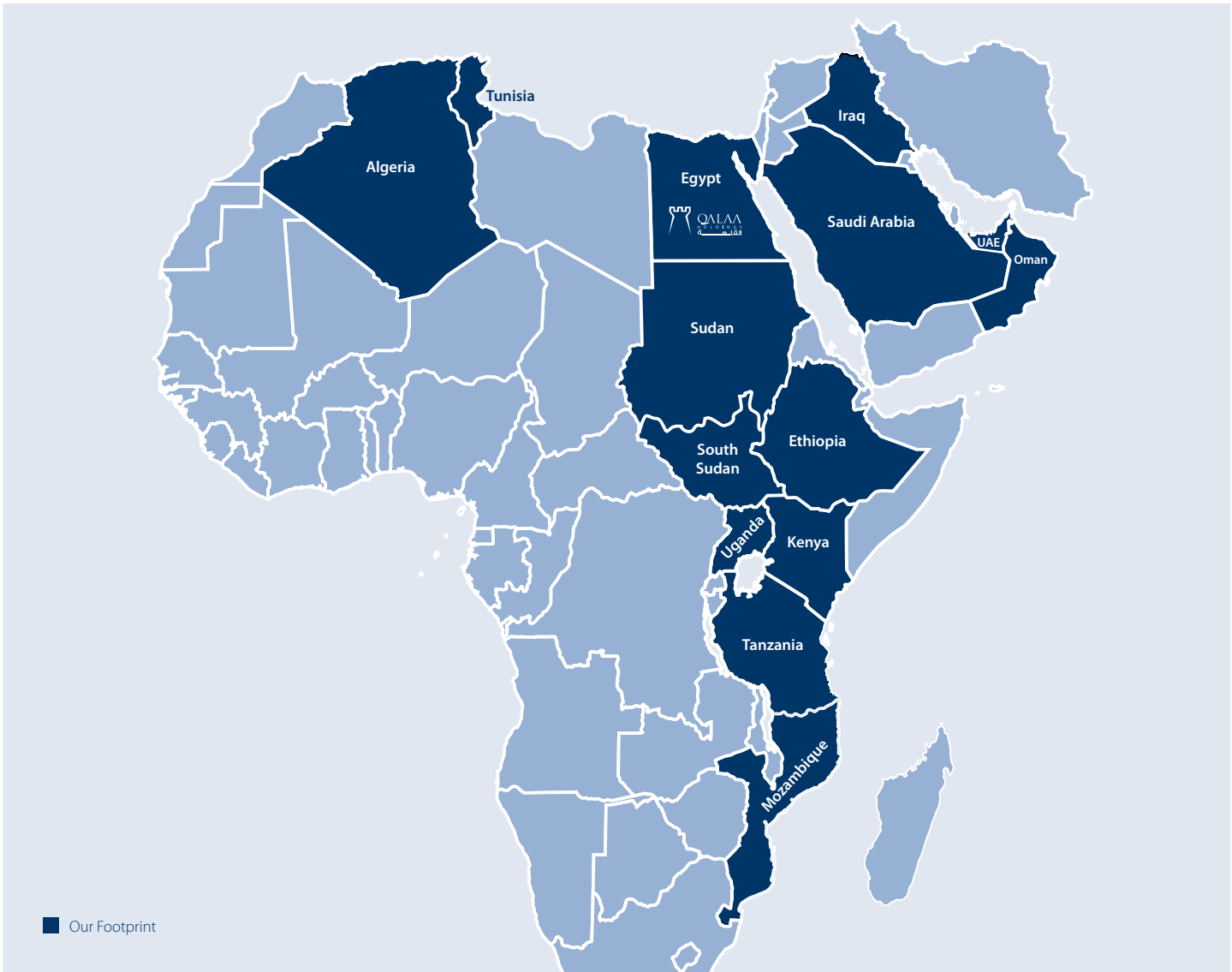














	AHMED HEIKAL CHAIRMAN AND FOUNDER	<ul style="list-style-type: none">Former Executive Board Member and Managing Director of EFG Hermes Holding, which he transformed from a small consultancy into the leading regional investment bankMaster's and PhD in Industrial Engineering and Engineering Management, Stanford
	HISHAM EL-KHAZINDAR CO-FOUNDER AND MANAGING DIRECTOR	<ul style="list-style-type: none">Former Executive Director of Investment Banking at EFG HermesAdvised global corporations on secondment to Goldman SachsWEF Young Global Leader 2013MBA, Harvard School of Business
	KARIM SADEK MANAGING DIRECTOR	<ul style="list-style-type: none">Former Managing Director of Arab Investment Company (ABIC), one of the largest private equity firms in EgyptPreviously with CIB and Arab BankMaster's in International Securities, Investment and Banking, University of Reading
	AMR EL-GARHY MANAGING DIRECTOR & HEAD OF CORPORATE FINANCE & INVESTMENT REVIEW FUNCTION	<ul style="list-style-type: none">Former Vice-Chairman and Managing Director of the National Investment BankPreviously the Deputy CEO of El-Ahli Bank of QatarFormer Managing Director at EFG HermesFormer Managing Director for Investment Banking at Fleming-CIIC
	TAREK SALAH MANAGING DIRECTOR	<ul style="list-style-type: none">Track record includes project management at Arab Consulting Engineers of USD 750 million CityStars project and USD 107 million float glass plant in Tenth of RamadanBSc, Cairo University; MBA, Arab Academy for Technology and Maritime Transport
	ALAA EL-AFIFI MANAGING DIRECTOR	<ul style="list-style-type: none">Formerly of UK mergers and acquisitions as well as industrials and natural resources teams at Goldman Sachs in LondonBegan career at EFG Hermes Investment BankingBA, AUC; MBA, Wharton School of Business

32,000 EMPLOYEES	USD 4.6 bn IN ASSETS ACROSS OUR FOOTPRINT	CCAP.CA ON THE EGYPTIAN EXCHANGE
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Our Footprint




ENERGY				
CEMENT				
AGRIFOODS				
TRANSPORTATION & LOGISTICS				
MINING				

QALAAHOLDINGS.COM


FOR MORE INFORMATION PLEASE CONTACT

Ms. Ghada Hammouda
CMO & Head of Marketing Communications
Qalaa Holdings

ghammouda@qalaaholdings.com
Tel: +20 2 2791-4482 • Fax: +20 22 791-4448



Energy**Transportation & Logistics****Cement****Mining****Agrifoods**



AFRICAN LEADER IN
ENERGY & INFRASTRUCTURE

3Q 2015

A LEADING INVESTMENT COMPANY...

Qalaa Holdings is an African leader in energy and infrastructure. We build businesses in industries that will define our region's future. The 32,000 employees of our subsidiaries work each day to deliver energy to consumers and businesses alike; to grow safe, healthy food; to provide reliable, fuel-efficient transportation solutions; to add value to natural resources; and to help build critical national infrastructure. We prize innovation, value creation and sustainability in all of our investments.



...IN INDUSTRIES...

Drawing on our roots as Africa's largest private equity firm, we have worked since 2004 to build world-class businesses that cater to the needs of the more than 1.3 billion consumers across our footprint in Egypt, East Africa and North Africa. We bring to the table the passion of entrepreneurs, the proven systems of world-class finance professionals and deep operational expertise in each of our industries: energy, cement, agrifoods, transportation & logistics and mining.



...THAT WILL DEFINE OUR REGION'S FUTURE.

In a few short decades, Africa and the Middle East will be home to the world's largest working-age population. Today, seven of the world's 10 fastest-growing nations are on our continent, which is now home to more than a billion consumers. The businesses we build are poised to become regional champions that will serve as engines of national growth in the exciting years to come, creating jobs and helping make our economies more efficient, more sustainable and more globally competitive.



ENERGY



TAQA Arabia
From Egypt to the Arab Gulf, we generate and distribute electricity and provide clean-burning natural gas to both households and industrial consumers.



Tawazon
From Egypt to Nigeria, Sudan to Southeast Asia, we help nations solve their solid waste challenges, turning refuse into energy and other useful products including paper substitutes and fodder.



Egyptian Refining Company
We are building a USD 3.7 bn refinery that will halve Egypt's diesel imports, eliminate one-third of the nation's sulfur emissions and improve the quality of the national petrol supply. The refinery is Egypt's largest private sector, in progress mega project that is on track to begin operation 2017. Built on 300,000 square meters in Mostorod, Greater Cairo, the ERC construction site employs more than 8,000 local residents who are benefiting from the transfer of knowledge from a team of global experts who have been contracted to work on the project.



CEMENT



ASEC Holding
From Egypt to Algeria and Sudan, we produce high-quality building materials and meet international environmental standards while helping build critical national infrastructure.



MINING



ASCOM
From quarrying for the cement industry to the manufacturing of world-class technical calcium carbonate, we help nations develop and add value to their natural resources.

AGRIFOODS



Gozour
From fresh milk, meat and produce to specialty products, we supply safe, healthy food in Africa and the Middle East — and export a taste of the region to the world.



Wafra
We grow staple crops for domestic consumption in Sudan and South Sudan, serving as cornerstones of national food security and catalysts for local development.



Qalaa Holdings (CCAP.CA on the Egyptian Stock Exchange) is an African leader in energy and infrastructure. Formerly known as Citadel Capital, Qalaa Holdings controls subsidiaries in industries including Energy, Cement, Agrifoods, Transportation & Logistics and Mining.

To learn more, please visit: qalaaholdings.com

EVERY DAY, QALAA HOLDINGS' 32,000 EMPLOYEES:

- Produce and deliver energy solutions, from electricity and fuels to natural gas and waste-to-energy products
- Help build critical national infrastructure
- Transport goods to market efficiently and reliably
- Add value to natural resources

TRANSPORTATION & LOGISTICS



Nile Logistics
We provide fuel-efficient river transportation solutions that harness the power of the Nile River, linking producers and importers to global and local markets.



Africa Railways
We are proud operators of the national railways of Kenya and Uganda, helping move cargo and offering the promise of more affordable consumer goods through lower transport costs.



10+ YEARS OF INVESTING RESPONSIBLY IN AFRICA

At Qalaa Holdings, we don't just build businesses — we are committed to leaving the communities in which we do business better than we found them. We place special emphasis on human capital development and education as the keystones for a sustainable future. In Kenya, for instance, as part of an extensive community engagement initiative, RVR is offering training programs in management and entrepreneurship to encourage private enterprise in the neighboring communities.

Qalaa Holdings is a member of the "Global Impact Investing Network" (GIIN), a non-profit organization dedicated to increasing the effectiveness of for-profit investing that addresses social and environmental challenges.



Qalaa Holdings is an active participant in the United Nations Global Compact (UNGC) Egypt Network. The UNGC is the world's largest voluntary corporate social responsibility initiative with over 12,000 business and non-business participants from 145 countries, and is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10,___ universally accepted principles in the areas of human rights, labor, environment and anti-corruption.