

the Salam experience

CORPORATE IT ARTICLE

The Minds Behind The Machines

Company Spotlight

ECOSOL

3rd Quarter 2017

Salam International Newsletter

Not for Sale

editor's note

Sara Abu Issa

Manager, Corporate Communications

Given the rising competitiveness of today's workplace, experts employ a variety of measurements to assess a company's propensity for success. While academically qualified staff, with paper credentials and high IQs are an asset to any organization, there is a lesser-known, yet equally critical measurement that can have a direct impact on organizational success.

Behavioral scientists agree that the qualities commonly associated with leadership, like intelligence, decisiveness, determination and vision, are necessary for success. However, they also acknowledge that those characteristics aren't enough! The missing component that can move the needle from adequate to excellent is the quality of Emotional Intelligence (EQ). An in-depth study of nearly 200 large, global organizations once revealed a direct link between emotional intelligence and business results.

EQ, is the ability to perceive, manage and evaluate emotions. It is a measurable component of who we are just as IQ is. At a personal level a high EQ leads us to improved levels of self-awareness, more efficient levels of self-regulation and higher levels of motivation. High EQ individuals are also sensitive to how their emotions can affect those around them. On a wider scale, a healthy EQ expands our ability to assess others, connect with them and zero-in on their motivations; naturally making us better colleagues and managers. The best of colleagues and better managers usually bond well with their teams while empathizing with their struggles - both of which come naturally to people with high EQs.

High EQ individuals understand their own behavior, their strengths and weaknesses. They are calm, in control and are highly attuned to the emotions and feelings of others. That is why they make strong connections with people and know how to react in different situations - what to say and do and how to influence or inspire.

As professionals working in competitive industries we will do well to remember that while a high IQ can get us into a boardroom to compete for a deal, the ability to read others accurately and respond appropriately can make the difference between winning or losing that deal. In order to harvest success, it is crucial for us to look for a healthy balance between these two quotients. While respecting high IQs, lets not forget that a healthy EQ can make the difference between narrowly missing the mark and exceeding all expectations!





NEWS ROOM

breaking news

ATELIER 21

UAE

Projects Awarded by the following Sectors:

- Dubai Harbour Views, Dubai.
- Gerard Café, Ajman City Center.
- Rivoli EyeZone, Villagio, Qatar.
- Tom Ford and Estee Lauder, Dubai.
- Two ENOC Stations at Hatta City and Nad Eshiba.
- Additional project for wall covering and flooring works at Dubai Harbour Views.
- Additional fit-out and furniture works for Gerard Café, Ajman City Center.
- Awarded with a project for fit-out works at Rivoli Eyezone, Villagio Mall, Qatar.
- Awarded with a project for joinery works at Tom Ford and Estee Lauder, Dubai.
- Awarded with a project for Two ENOC Stations at Hatta City and Nad Eshiba, Dubai.

ATELIER 21

KSA

**MAJOR PROJECTS WON:
HEALTH CARE SECTOR/ FIT OUT**

- We have received another order for renovation & for supply & installation of furniture, wall cladding, ceiling & flooring for Prince Sultan Military
- Medical Hospital – VIP Room.

SALAM ENTERPRISES

BAHRAIN

**MAJOR PROJECTS WON:
COMMERCIAL/ HOSPITALITY SECTOR**

- Awarded with an order for supply & installation of furniture for Nass Contracting – Control Room.
- We have received another order for supply & installation of furniture for Citibank – Canteen & HR department.
- Received another order for supply & installation of furniture for Hempel Paints - Finance department.
- Received another order for supply & installation of furniture for Survey & Land Registration Bureau.

CEILING SECTOR

- We have received an order for supply & installation of false Ceiling for Electricity & Water Authority Planning & Studies Directorate.

FLOORING SECTOR

- We have received an order for supply & installation of Carpet Tiles for ID Works Project - Deloitte Villa.
- Received an order for supply & installation of Vinyl Flooring for Playsy showroom at Bahrain City Centre.
- Received an order for supply & installation of Laminate flooring for Mohammed Jalal Contracting - Dilmunia Sea Villa.
- We have been awarded the tender for supply & installation of Running track for Bahrain Defense Force Military Work Directorate.
- Received an order for supply & installation of Play Equipment for Ministry of Housing – Lawzi Lake.

SALAM ENTERPRISES

QATAR

- Supply and Installation of office Furniture, Fixtures and Equipment for Doha New Port Project.
- Supply and Installation of Carpet flooring for Virtuosity in Doha Festival City Project.
- Supply and Installation of Ceiling and Raised flooring in ISF Camp Development project.
- Supply and Installation of Site Furniture for Coast Guard Base land with Generic Engineering Technologies WLL.
- Supply and Installation of Raised Flooring at Musheireb Downtown Phase 4 project with CCC T JV.

SALAM ENTERPRISES

ABU DHABI

Projects Awarded by the following Sectors:

- Advanced Military Maintenance Repair & Overhaul Center, Abu Dhabi.
- Al Taweelah Alumina, Abu Dhabi.

Projects Completed for the following Sectors:

- Al Jawa Holding LLC., Abu Dhabi.
- Emirates National Schools of Boys, Abu Dhabi.
- Awarded with a project for supply and installation of Royals portrait at AMMROC, Al Ain, Abu Dhabi.
- Awarded with a project for fit-out works at Al Taweelah Alumina, Abu Dhabi.
- Completed with a project for supply and installation of safety (rubber) surface and artificial turf at the Emirates National Schools of Boys, Abu Dhabi.
- Completed with a project for fit-out works at Injazat's new office, Abu Dhabi.



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CAPTURING NEW GROUND IN 2018



LOOKING BACK ON 2017, ANY OBSERVER WILL FIND IT CHALLENGING TO DECIDE WHAT WAS MORE EXTRAORDINARY; WAS IT THE BLOCKADE FORCED UPON QATAR OR THE EXEMPLARY WAY OUR COUNTRY WAS LED BY INCREDIBLE LEADERSHIP, TO RISE ABOVE IT. IT IS TO THE GREAT CREDIT OF HIS HIGHNESS THE EMIR OF QATAR SHEIKH TAMIM BIN HAMAD AL THANI, THAT OUR NATION EMERGED BETTER AND STRONGER IN THE FACE OF THE CURRENT ECONOMIC BOYCOTT. THAT CALIBER OF VISIONARY LEADERSHIP, UNWAVERING COMMITMENT AND ASTUTE GOVERNING IS A RARE COMMODITY ACROSS THE WORLD. WE ARE INDEED BLESSED TO HAVEN BEEN GUIDED BY HIS HIGHNESS, OUT OF CIRCUMSTANCES MEANT TO HALT QATAR'S GROWTH.

Some of the events we witnessed during 2017 momentarily took some industries by surprise and induced an unfortunate economic downturn across some markets. Most organizations weren't spared some adverse effects that followed and neither were we! However, due to the wise intervention of our Government SILL was able to avoid a bulk of the negative effects. Qatar's Vision 2030, which is very well established, kicked in as our guiding light. The future-focused, confidently implemented responses of our Government gave us every motivation to fight back and fight hard. That is why as an organization today we can say with one voice – we stand proud of how we as a country, a conglomerate, as Qataris and expatriates have come through a year that tested our resilience.

At SILL, while some of our companies took harder hits than others, there were those who used 2017 wisely and well. Once several of our business units found their footing, a new breed of SILL employees began emerging. Among them are managers, team leaders, as well as experienced staff, who worked on alternatives and carved new paths – proving that disruption can sometimes be a positive thing.

To address the companies in our fold that had a harder time adjusting, here is a word of encouragement: Let's remember that disruptions present a stimulus, to create new markets and value networks. New initiatives and innovations during disruptive times have the potential to edge out leading firms and promote



new alliances. As a diversified organization, SILL companies did benefit significantly by the elimination of excess competition. So, here's the bottom-line: disruption has the power to work in favour of us. What we need to do is to fight back. Think smarter. Explore and Innovate.

I have great trust in SILL's staff family and I am confident that we have what it takes to elevate our performances. Our common goal should be to enhance productivity and efficiency. In order to support businesses, our Management is constantly driving efforts to maximize opportunities. They are equipping teams to expand and step into new areas, with new products, adjacent complementary solutions and services and even reach new geographies.

The top-tier management is working hard to unleash the full potential of our employees and encourage innovation. They are inspiring our people to pursue new ideas and out of the box initiatives. To boost the above efforts, this year we will also have our operational sales and marketing Oracle solution rolled out. That will give our companies access to powerful tools to assist in planning, forecasting and managing sales.

Some of us raked in wins in 2017 despite the challenges and others have taken a little longer to overcome obstacles. Economic downturns are to be expected in every market. Given its cyclical nature markets do tend to recover in the course of time. But here's the thing - whether or not we were among those who made the best of a bad year, right now at the beginning of this new year, we must ALL be preparing to drive our sales to record levels, so we can catch-up, compensate and capture the new. As we step into 2018 we clearly have our work cut out for us. This is the time to strengthen the core-pillars of our industries, to fortify the markets we hold and to boldly explore new territories. Our goal is to turn in performances that are groundbreaking as we proudly partner our government in its efforts to elevate Qatar to even greater heights, bringing prosperity to all.

**HERE'S WISHING YOU AND YOUR FAMILIES
A PROSPEROUS 2018!**

Mr. AbdulSalam Abu Issa

issue article

SALAM INTERNATIONAL



MANAGERS IN STATUS CULTURES TEND TO GIVE FEEDBACK AND EXPRESS THEIR OPINIONS ON THE SPUR OF THE MOMENT, RATHER THAN INITIATING A FORMAL REVIEW SESSION.

GIVING Feedback

Feedback in an autonomy cultures expected to be an exchange of views and a negotiation of new goals. Both sides will communicate equally.

ONE-WAY FEEDBACK

Performance feedback in status cultures tends to be spontaneous and only one-way; two-way communications could undermine the authority of the manager. Reputation is critical so some problems may need to be skirted around to prevent a manager appearing to have failed. Negative feedback could be conveyed via an intermediary. As well as performance, emphasize the employee's characteristics, including Civility and loyalty.

DISCUSSING PERFORMANCE

Formal, direct feedback is typical in autonomy cultures. The focus is on the performance and personal strengths of the individual. Use two-way communication so that the employee can give his or her point of view and negotiate new goals. Bear in mind that autonomy cultures vary in their directness. In Britain and the United States, for example, encouraging words are said at the beginning and end of a performance review. In Germany, criticism is more direct.

BEING INDIRECT

Indirect feedback is common in consensus cultures where preserving reputation, or "face", is critical. The manager counsels and guides. Feedback is likely to be relatively informal and continuous, with its focus being on how well an employee performs in the team. Try to speak to a group rather than an individual, tell hypothetical stories about yourself to illustrate a problem, and increase a person's responsibilities to show your approval.

MAKE YOUR INTERPRETATIONS TENTATIVE UNTIL THEY ARE CONFIRMED

Addressing a group to help someone save "face", feedback may be given to the whole group, rather than solely to an individual

Saving "FACE"

"Face" is an individual's reputation, the degree of respect in which he is held by others (known as hao in Japanese and mianzi in Chinese) , There are a number of things you can say to prevent someone from losing face during a difficult debate or negotiation:

- "I didn't want to say anything in the meeting, but perhaps we could have a word in private."
- "Perhaps we could save that question until we have all had a chance to look at the specifications."
- "You should be very proud of your company. It has a wonderful history of reliability and customer service."
- "Let's not look to assign blame to anyone. We will solve this together through patience and goodwill."



MANAGERS NEED TO GIVE AND RECEIVE FEEDBACK ON PERFORMANCE. THERE ARE VARIOUS METHODS OF PROVIDING FEEDBACK, SOME MORE DIRECT THAN OTHERS. CHOOSE THE APPROPRIATE METHOD, DEPENDING ON THE CULTURE IN WHICH IT IS BEING RECEIVED.

OBSERVE HOW OTHER PEOPLE IN THE CULTURE GIVE FEEDBACK



IN THIS EDITION OF TSE, WE TURN THE SPOTLIGHT ON YET ANOTHER SIIL FAMILY COMPANY, SO THAT WE CAN GET TO KNOW THEM BETTER, UNDERSTAND THEIR CAPABILITIES AND CELEBRATE THEIR ACHIEVEMENTS!

EcoSol, is an Energy Management Company housed on the 5th Floor, in Bay Tower Two at The Gate. Mr. Hasan Suboh - Partner of EcoSol Qatar introduced the company to us, describing the business as an Eco Engineering and Energy Solutions entity.



ECOSOL – BALANCING THE NEEDS OF PEOPLE WITH THE PRIORITIES OF OUR PLANET

Given the severity of environmental challenges our planet faces, the concentration of the world is increasingly focused on a range of critical issues. Among them is the requirement for energy sources that serve the needs of the present without compromising the future. This is a challenge that EcoSol has accepted and a cause that the company devotedly contributes to.

UNMATCHED INNOVATION AND SUSTAINABLE SOLUTIONS

With its main office located in Jordan, EcoSol Qatar operates locally as a fully-fledged energy service provider. As an organization launched with a vision of becoming a global Energy Service Company recognized for unmatched innovation, expertise, execution, and customer service solutions, EcoSol upholds a mandate to provide high quality energy efficiency and sustainable solutions that deliver excellence.

EQUIPPING GOVERNMENTS, DEVELOPERS, INDUSTRIES AND ORGANIZATIONS

EcoSol assists governments, developers, industries and organizations equipping them to pursue continuous growth, in harmony with the efficient use of energy and water, while preserving the environment and natural resources. EcoSol's assists its clients to maintain equilibrium between all economic development activities, and sustainability requirements.

WHY INVEST IN ENERGY MANAGEMENT OR SUSTAINABLE USE OF RESOURCES

With a modest investment in time and resources, government's organizations and individuals can realize sizeable reductions in energy use. This reduction has a direct impact on not just bill costs and operational costs but it also positively impacts the reduction of our carbon footprint. That is what makes energy efficiency a win for the bottom line and a win for the environment.

ECOSOL'S SERVICE PORTFOLIO OF EXCELLENCE

EcoSol's dynamic services portfolio of solutions includes the following Integrated Energy Management Solutions:

- Energy Infrastructure Assessment
- Energy Strategic Planning
- Energy Auditing Services
- Energy Performance Contracting

The company also supplies Green Building and LEED Certification including LEED for new construction, LEED for existing buildings, LEED for core and shell, LEED for green interior design and construction, LEED for schools and LEED for neighbourhood development. EcoSol provides sustainability consulting and LEED certification attainment, EcoSol guides clients through



Eng. Hasan Suboh, Partner of EcoSol Qatar

the process of green design and LEED certification from the United States Green Building Council USGBC through:

- LEED design management and sustainable assessment.
- LEED commissioning.
- Energy modeling and simulation.
- Assessment of green products and materials.
- LEED certification management, coordination and follow up with the US green building council.
- LEED pre-construction preparation and documentation.
- LEED construction assessment and follow up.
- LEED certification management and finalization with the US Green Building Council

In Qatar, GSAS, Global Sustainability Assessment System developed in Qatar, is used as equivalent to LEED Certification. It has the same principles and EcoSol can also provide full range of services related to GSAS Green Buildings Certification systems.

In the field of Lighting Management EcoSol provides solutions to a diverse range of lighting applications, including indoor lighting in public, commercial, industrial and residential buildings as well as outdoor lighting. EcoSol also offers Energy Efficiency Value Engineering, Water Management, Renewable Energy and Engineering Services.

ECOSOL'S CLIENT-CENTRIC PROCESS

EcoSol recognizes that our clients have highly specific needs. As such, we avoid proposing uniform solutions and instead opt to pursue a unique and flexible methodology developed specifically for each project. Our performance oriented process follows several stages, beginning from initial assessments right through to advising our clients on accessing any financial grants they may be eligible to receiving. Below are several mandatory steps of our process we undertake prior to developing the optimum solutions.

- Definition of client needs.
- Exploration of proposed solutions
- Determining specific scope of work
- Defining financial proposals
- Advising on potential openings to secure Financial aid or support such as funds, grants or loans if applicable to the project

DELIVERING INCREDIBLE RESULTS TO OUR CLIENTS

One of the most successful projects executed by EcoSol was an energy saving initiative of gigantic proportions. We are proud to say that when one of our clients a Jordanian hospitality giant, entrusted the energy consumption of one of its hotels to us, EcoSol provided a solution that cut consumption by a stunning 74%! That - is the quality and calibre of results that we challenge ourselves to pursue on behalf of all our clients.

BRINGING SUCCESS CLOSER HOME

EcoSol is proud to be engaged in a project that serves the interests of SIIL directly. We are currently in the study phase of an energy management initiative for The Gate. The goal for EcoSol is the designing and implementing of an Energy Management effort that will cut energy consumption by 42%. The project is set to kick off in January / February 2018. EcoSol is currently engaged in providing medium to large scale Energy Efficiency, Renewable Energy, Lighting Management & Green Building projects to a significant number of other clients in the local market.

ECOSOL IS READY TO HELP

As our local portfolio of clients continues to grow, EcoSol is not just ready but is exceedingly capable of delivering superior Energy Management solutions. Please feel free to check us out online or recommend our services to potential clients, through any of the below options.

Tel: +974 44077280
Address: 5th Floor, Bay Tower 2, The Gate, West Bay, Doha
Web: www.ecosol-int.com

SALAM PETROLEUM

THIS EDITION OF TSE CARRIES A FEATURE ON ECOSOL – A RELATIVELY NEWER ADDITION TO THE SIIL FAMILY. HAVING DISCOVERED THE BACKSTORY OF HOW ECOSOL CAME INTO THE SIIL FOLD, TSE SAT DOWN WITH ANOTHER OF OUR COMPANIES, SO THAT WE CAN BRING YOU AN INTERESTING ANGLE TO WHAT TOOK PLACE BEHIND THE SCENES.

BELOW IS AN ARTICLE BASED ON AN INTERVIEW THE TSE TEAM HAD WITH MR. RADWAN GHAZAL, GENERAL MANAGER OF SALAM PETROLEUM SERVICES (SPS), WHO GAVE US HIS TIME SO THAT WE COULD SHARE THE STORY WITH YOU. THE ARTICLE IS COMPILED USING EXCERPTS FROM OUR CONVERSATION WITH MR. RADWAN

Exploring, Winning & BRINGING NEW PLAYERS INTO QATAR'S MARKET



“As the business climate around us changes and new challenges emerge across all sectors, the wise call to look beyond ‘the usual’ has rung out loud and clear. As an energy industry player, Salam Petroleum’s industry sector had its fair share of hits, over the course of the last few years. Since the drop in oil prices had an effect on our core business, just like other SIIL companies SPS too received every encouragement from our Top-tier management to look beyond our boundaries and explore new territories.

It is against this backdrop that one of our Senior Staff members Fauzan Mustafa, SPS’s Finance Manager, began scrutinizing the local market. Fauzan was taking a close look at service providers in industries adjacent to our own. While petroleum services, formed the core of our own business, he was keenly aware that ‘energy’ is a banner under which several types of businesses thrive. Having quickly realized that there are untapped opportunities to bring in new entrants into the market under SIIL’s umbrella, Fauzan set his sights on a trending topic, so to speak.

Energy Management was an up and coming field with massive potential for the future. Environmental concerns and a call to drive down consumption and waste of water and power was on the rise, everywhere. As a matter of fact, Qatar’s government had launched the robust Tarsheed campaign a few years earlier to pursue these same goals. Consumers were becoming more aware of the need to manage energy efficiently and the time seemed right to engage them.

Given this scenario at SPS, we saw an excellent opportunity emerge and we went after it. When we spotted a gap in the market for companies that provided Energy Management solutions in Qatar, we began following up on our contacts to seek reputed business partners whom we can bring in under SIIL’s fold. As conventional wisdom will tell you, one of the best ways to make new discoveries is to comb through your own knowledge and awareness and make the right connections wisely.

Fauzan recalled that the Jordan based Energy Management, Eco Engineering and Energy Solutions entity EcoSol had a trusted track record that merited pursuit. That is how SPS made initial contact with EcoSol, inviting them to consider a future partnership.

It was interesting to us that it was a senior staff member from our Finance division that took the lead in this case. While it could be argued that seeking for new opportunities didn’t fall within the purview of his job description, it was truly commendable that, that didn’t stop him from going after an opportunity.

Today, we are proud to say that not only did we reach out to EcoSol but we also developed the relationship and we won over the opportunity to bring in the company and introduce them to the local market. It is a joy for us to witness EcoSol’s introduction to the SIIL family through the pages of The Salam Experience (See article on EcoSol on page 10.)

We celebrate successes the company has enjoyed so far and we are confident that the calibre of EcoSol’s work will soon be reflected at The Gate. We are also delighted that SPS played a key role in EcoSol’s arrival in Qatar. The positive experience we have had has only inspired us more, to continue to the quest to look beyond what is comfortable and rake in successes of a similar kind”.

happenings

SALAM STUDIO & STORES QATAR

Salam ACADEMY



Salam Academy is the learning & development arm for Salam Studio & Stores. Our efforts in Salam Academy are to help improve any business unit and employee development requirements that Salam requires now and in the future covering Qatar, UAE, Oman and Jordan.

Salam Academy is divided into 7 categories, each category requires a certain amount of trainings to move on to the next and to receive a specialization certificate:

1. Induction
2. Salam Retail Academy
3. Salam Academy Specialization
4. Supervisor in Training
5. Manager in Training
6. Salam Management Program
7. Salam Leadership Program

Our efforts in Salam Academy are to help improve any business and/or employee needs that Salam requires now and in the future; covering Qatar, UAE, Oman and Jordan.

Luxury comes from the Latin word “Lux” which means “light”.

“Education is the movement from darkness to light” - Allan Bloom

Salam Academy courses are continuously updated, based on the latest international management principles and practices.

1. In-Company Training Courses

All of the training courses mentioned in the brochure are offered “in-company” in English and sometimes in Arabic, if needed. Salam Academy can also design and offer “in-company” trainings on subjects that are not listed in this brochure.

2. Out-Company Training Courses

Depending on the training budget for the mentioned year, some trainings are provided by external companies/trainers depending on business need.

3. Individual Training Programs (ITPs)

Individual Training Programs (ITPs) are customized, practical one-to-one coaching sessions where the employee will receive undivided training attention.

4. Training Methodology

Salam Academy will use several training methodologies to enhance individual and group interaction, while maximizing learning and development.

These include:

- Training presentations
- Group practice
- Individual and team exercises
- Role playing
- One-to-one and group discussions
- Case studies & small projects
- Video films
- Assessment Tests

5. Action Plans and Training Follow-Up

To ensure the concepts and skills introduced in our trainings are transferred to the workplace, Salam Academy is ready to implement an “Action Plan” section at the end of any training. This will need department head request and approval.

6. Trainer Feedback

At the request of the department head, Salam Academy will give brief evaluation of the attendees.

**SALAM
ACADEMY,
LEARNING
FOR
EVERYONE**



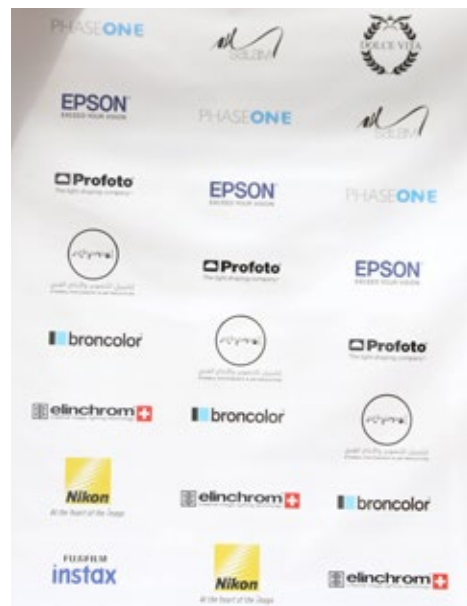
SALAM STUDIO & STORES UAE

PHOTOGRAPHY OPEN DAY WITH Photographya Studio

Salam Studio & Stores UAE – Imaging Division have participated in a Photography Open Day with Photographya Studio, Abu Dhabi - a highly professional and reputed photography studio well known among the local community, on the 15th of October 2017.

The Photographya Studio has expanded recently by adding an Art gallery to be known as "Ethereal Photography & Art Production" moving to a new premises in a mall downtown Abu Dhabi city.

Besides Photography services they have a large collection of Art work, paintings and vintage cameras and exhibiting the promotional trade for photography products, free photo seminars, Live photo shoots etc.



SALAM STUDIO & STORES UAE

Certificate of Appreciation

Mr. Ali Darawsheh, Country Manager (SSS UAE), serves the Certificate of Appreciation to the following resigned employees, for serving an outstanding 10 years and above of Loyalty and Excellent Service in Salam.



MS. IRENE QUILATAN
12 years in service as Sales Associate - Retail Dubai Outlet Mall



MR. THAYIL KANDY MOIDEEN KUTTY
32 years in service as Driver - Retail Al Ain Store



MR. MUHAMMAD YOUSUF DEIN
12 years in service as Driver Services/Head Office-Warehouse

SALAM INDUSTRIES

Projects



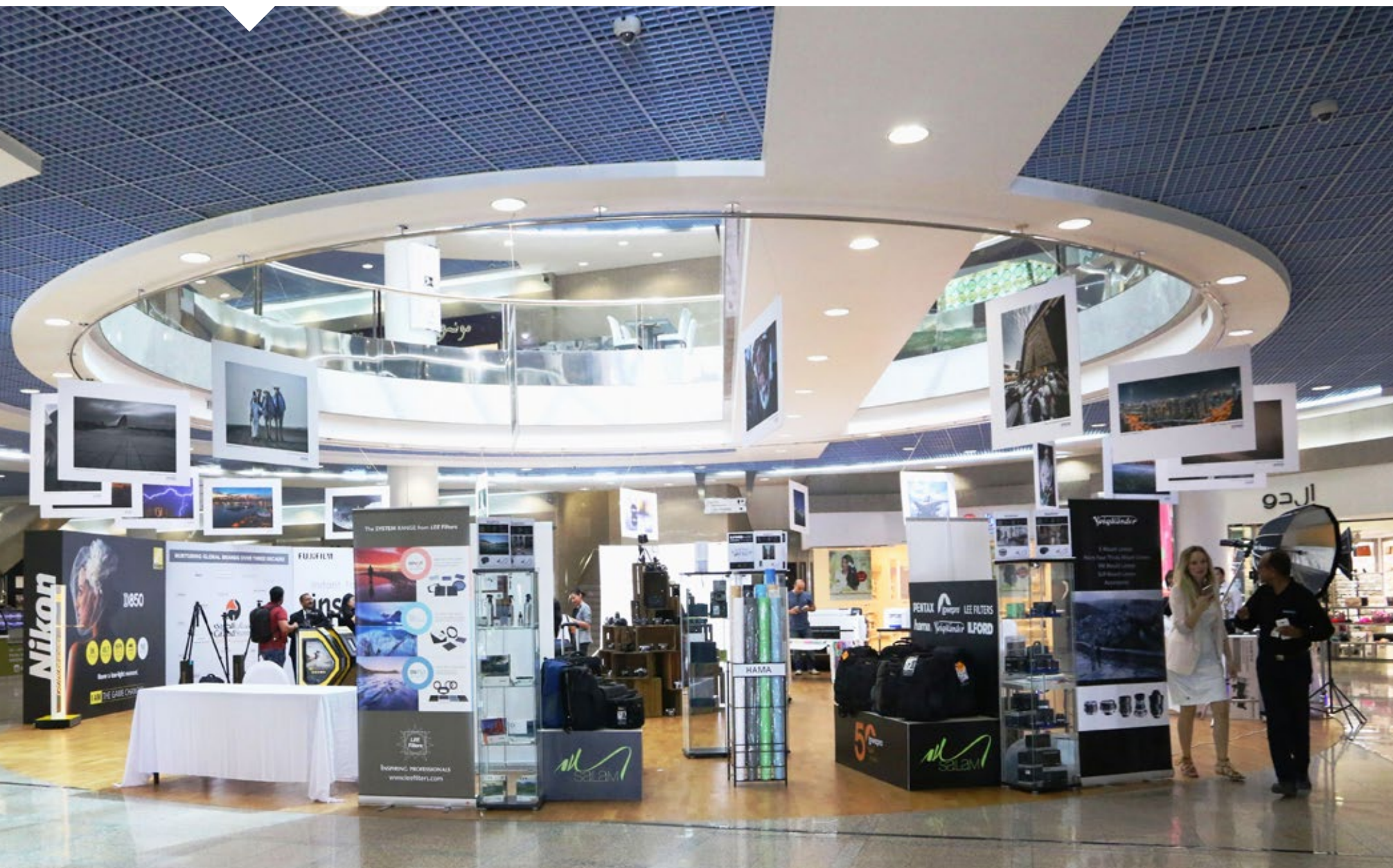
GALLERIES LAFAYETTE AT KATARA PLAZA
We have been awarded the loose and fixed furniture contract by Ali Bin Ali Establishment in May 2017 which will be completed and handed over to the client by end February 2018.



LEXUS BUILDING & SHOWROOM
We have been awarded the fit out work contract by Abdullah Abdelghani & Sons (Toyota) in May 2017 which will be completed and handed over to the client by end March 2018.



LEBANESE RESTAURANT AT INTERCONTINENTAL HOTEL
We have been awarded to carry out joinery work and loose furniture by the Gulf Hotels company which has been completed and handed over to the client.



The Minds BEHIND THE MACHINES

THIS EDITION OF TSE (THE SALAM EXPERIENCE) FEATURES THE FIRST OF A SERIES OF ARTICLES ON SIIL'S CORPORATE IT DEPARTMENT. THE SERIES WILL INCLUDE INTERVIEWS, INDUSTRY INSIGHT, ARTICLES THAT OFFER A PEEK BEHIND THE SCENES SHOWING US WHAT REALLY GOES ON AT SIIL CORPORATE IT AND HOW THE TEAM KEEP OUR SYSTEMS RUNNING SAFELY AND EFFICIENTLY!

MEET THE TEAM

Andy Baker IT TECHNICAL LEADFEATURES

TSE: Tell us a bit about your professional background before you joined SIIL

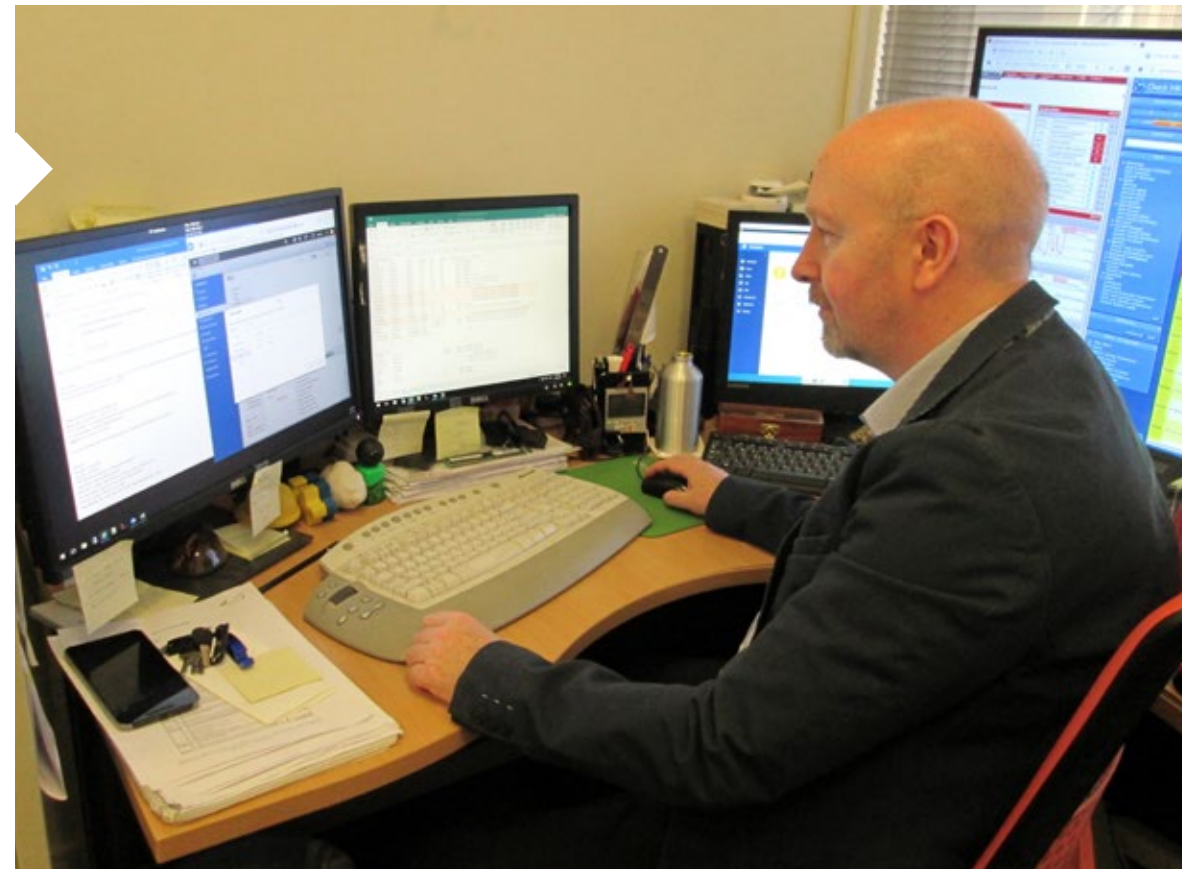
Andy Baker (AB): Prior to coming to Qatar, I worked for a UK organization for 22 years, initially as an electronic engineer maintaining a variety of radar and ground-to-air systems but did a gradual sideways shift into IT as it became more prominent. My 'engineering' love of fixing things as well as taking them apart to find out how they work has transferred into the IT world and I've ended up with a broad spread of knowledge in multiple areas of IT with IT security being top of the knowledge tree.

TSE: We know that SIIL's IT Security is in your hands. How did you move into that particular line of IT expertise?

AB: IT Security is a vast and constantly changing field with significant challenges. I've trained as an ethical hacker and for a number of years did wireless security audits and penetration tests. That's how I got started and from then on its a combination of keeping yourself ahead of the game and relying on creativity to get your work done. For example I once used cardboard, tinfoil and a modified external wireless device and managed to hack a hotel's wireless from over 3/4 of a mile away!

TSE: How did you join the SIIL family?

AB: After 22 years working for my former employer, I became a contractor working on a number of major projects based in the UK doing a variety of roles. I was offered a short term, 6 week contract with ShiftPoint in November 2014 to come out and investigate Salam's IT. I ended up staying on to build the back end infrastructure required for SIIL's Secure Desktop project. In August 2016 when ShiftPoint completed their contractual requirements for Secure Desktop, I became a Salam employee taking on the management of the systems I had built and today I run SIIL's Corporate IT.



TSE: Looking beyond work, tell us a bit about other things that interest you

AB: I'm a self-confessed geek with a love of gaming, liking first person shooters, RPG's and driving games. I don't follow football because I prefer Rugby instead & have played both League and Union as well as being a kid's coach at my local club in the UK. I love sailing and used to race catamarans & laser 2000's when I was younger while being a racing crew member for a friend's offshore sailing yacht. I've also been a qualified rescue coxswain providing on the water safety cover for various events over many years and ended up as part of the team that provided the safety cover for the 2012 Paralympic sailing at Weymouth in the UK. We also have an Arabian horse back in the UK. Though I don't currently ride, my wife and son do. We used to do advanced endurance rides with one of our previous horses with my wife riding and me and my son crewing.

TSE: Since you joining SIIL, how has the department grown?

AB: When I first came to Salam to look over the systems, Corporate IT consisted of the Tech Lead and two staff directly managing around 300 PCs and around 900 accounts. Things have changed now as we have the Tech Lead + Security, Server Admin (Windows), Server Admin (Unix) + Networks + Security and 3 user support. The team is now managing around 1100 systems directly, providing support for a further 200-300 and and we manage over 2000 accounts. So that's a fairly considerable expansion.

TSE: What inspires you the most about your work at SIIL?

AB: Salam provides me ongoing, ever-changing challenges. And that is something I relish. Yes, the occasional quiet week would be nice and I may possibly get one at some point but on a day-to-day basis I really enjoy the complexities of the job and responding to the evolving needs of a conglomerate like SIIL.

FUN (AND FRIGHTENING!) 'IT' TRIVIA

1 The biggest risk to IT Systems at SIIL or anywhere, isn't quite what you think it is! When TSE asked our experts, what we discovered is this; the biggest risk to any IT system is its users! While our experts can build the most secure system in the world for us, if a user doesn't follow processes and procedures, it can make our system incredibly vulnerable. So bottom line - the power, safety and efficiency of our IT system actually rests in our hands!

2 Hackers come in all sorts of shapes and sizes! Just for interest's sake - let's get to know a couple of types of them. The main types of hackers out there are:

- **Sponsored Hackers** - They mainly undertake cyber espionage to provide governments, countries or companies an information advantage
- **Organized Criminal groups** - These folk are out to profit since there is a lot of money in cybercrime, ransomware and fraud through phishing
- **Cyber Activists** - This type of hacker has a cause that motivates them. Given the current political situation in the region, our companies are at high risk of this type of hacking.

▪ **Script Kiddies** - This is the group who use the publically available tools (proper hackers write their own tools!) to launch random, nuisance attacks against anything that catches their eye. (For example our server, hosting the helpdesk software was attacked within 20 minutes of being connected to the internet! That was a typical script kiddie attack. While this type of attack happens on an average of 4-5 times a week, the good news is - that our IT geek team dispel these attacks, making sure we remain safe and our systems operate uninterrupted!

3 Some superheroes wear capes - others sit at SIIL's IT department and keep us safe, every single working day! TSE discovered that the main risks for SIIL's IT users are emails. For every genuine email we receive, our Corporate IT blocks thousands of phishing, viruses or scam emails per day. For those who love numbers - 80,000 blocked emails in 24hrs is a typical figure, that shows us what it takes to keep us safe!



Here is what we should do if we receive any suspicious emails:

- Be very aware of links and attachments in emails - they are a primary source of malicious ware
- Double check the legitimacy of the email via other means if we think an email is suspicious
- Do not reply & never share your password
- If you are suspicious, use an older email you have received from the same user or call up the user and check if the email is legitimate

A CLOSER LOOK AT CORPORATE IT

Over the recent years SIIL's Corporate IT operations have grown in leaps and bounds. Several years ago as an organization we launched a massive, ambitious, strategic upgrade of SIIL's IT infrastructure, systems and processes. Our goal was to ready ourselves for the future. TSE is delighted to learn that the steps taken by our top-tier management have begun to bear fruit, keeping SIIL and its regional businesses secure, optimized, upgraded and empowered to make the best use of evolving technologies. We are proud that the experts in the field who are familiar with local and regional organizations have confirmed that SIIL's vision for its corporate IT department far exceeds that of other industry players and that as a conglomerate we have taken the right steps to build, enhance and protect performance.

As users across SIIL's companies, many of us may have noticed a number of changes that were brought into effect by corporate IT, which has impacted how we use the system, what we do and what we are not supposed to do. While these changes have well thought-through strategies behind them, we might not be aware of what prompted the moves. TSE discussed some of these new directions with our Corporate IT department, in order to better understand why certain new practices have been put in place.





WHAT'S CHANGED

A conglomerate like ours face risks in the likes of Fraud, Ransomware, Losing the ability to be able to operate through either hacker or political intervention, Loss of reputation/business due to data breach and the Loss of reputation/business due to infecting other companies with a virus/ ransomware. The strategy to defeat the risks above is similar and need to be applied across the board. Hence it is our Corporate IT department's responsibility to keep all systems patched and up-to-date, remove obsolete software and operating systems, employ a layered security consisting of Endpoint protection, network security and monitoring and ensure user awareness of potential fraud, suspicious emails and social engineering. Below is a list of several noticeable steps we have taken and the thinking behind these moves. While this isn't a comprehensive description of the powerful changes we have made it will give TSE's readers a glimpse of what has been accomplished so far.

The change in our password policy

Some years ago our users could set a password and just leave it there for the rest of time. However, hackers have a number of tools for cracking passwords by a brute force technique. While a reasonable desktop PC can test 1-2 million password combinations a minute, the systems that hackers use can test 10-20 million a second. In December 2014 we ran a brute force test on our systems. Over 60% of our Oracle Mail server passwords were cracked in less than 12 minutes, hence the change in password policy! The current policy, if followed correctly, means that it would take hackers around 7 months of brute force attempts to crack our passwords. Just to be extra careful, we now err on the side of safety and force a password reset after 120 days.

Protected Admin rights to our PC's

Admin rights were removed from users to ensure that we are protected from illegal/ cracked software and malware browser toolbars as they bring in a number of persistent viruses. Further, it makes it easier for a virus/hacker to infect/ control your system if your account has admin rights. Now, users who absolutely need admin rights have a 2nd account that follow strict guidelines including a 15 character minimum password to reduce the chance of hackers or a virus getting admin rights on a machine or across the network.

Changes to the core network

The SIIL core network was unnecessarily complicated, difficult to manage and poorly configured. A number of major changes have been done behind the scenes to resolve problems and simplify the network design making it easier to secure and monitor. There is still work to do though.

PC's were upgraded to Windows 10

Software licensing is important as many companies are cracking down on software piracy. Salam took the opportunity offered by the free windows 10 upgrade to legitimately license over 700 systems on the SIIL network.

Office 2016 was installed

Salam systems were running everything from Office 2003 to Office 365 and compatibility of documents between users was often an issue. Today we have adopted Office 2016 as the standard version with 2013 as the fallback option. This has greatly improved the situation for document compatibility and software patch management as well as tying in with the change to Exchange mail server.

Mail migration

The oracle mail system was very old and difficult to manage and maintain. There was also a lot of functionality missing that is available in newer mail systems. Salam users now connect to Exchange mail servers, which allow better security checks. Previously, if a virus got through a scan, it would sit in the mailbox,

untreatable unless the user deleted the email. With exchange, we are able to scan the users mailboxes and remove even old infected emails.

Managed anti-virus

While many systems had anti-virus installed, it wasn't being centrally managed or monitored. Our corporate IT now has visibility of the AV state of any system connected to the SIIL domain, and can centrally manage the AV signatures, roll out new versions of the AV and monitor for system infections. Infections have fallen by over 85% since this was implemented!

Windows Updates

Most software contain bugs that can cause the software to behave in unexpected ways. Hackers try find these bugs to exploit them to control our systems. The software developers try find these bugs so they can fix them and block the hackers. We now have a number of servers responsible for patching supported versions of Microsoft operating systems and other products. Our IT manages around 60,000 patches and fixes per year (per machine) across the network.

Monitoring

In the past, there was no real-time monitoring of critical systems. We now have a solution setup providing real time status of critical servers, network devices and services and our IT now responds to issues before they become problems for users. They also monitor network traffic at critical points in the network looking for malware and unauthorized software connecting to the internet. This has allowed IT to spot a number of viruses that had been able to evade the AV protection.

Helpdesk

In the past if any one of us had an IT issue we had to email the department and ask for help. After several months of design and testing, Salam IT now have a helpdesk system. Our IT department has set up a customized system that can be accessed by all Salam employees. In its 2nd full month of operation, you, the users, have already raised over 1400 support tickets.



Real-time monitoring for SIIL servers, services, network and internet. Corporate IT are able to look out for potential problems and respond quickly to serious issues.

WHAT'S COMING

In 2018 Corporate IT will accelerate their scope of work. Below is a selected list of sneak previews of the enhancements and changes that will benefit us even more! Among the upgrades we can look forward to in 2018 are the following:

NETWORK

A major project will start early next year to:

- Reconfigure the core network
- Change the remote Doha sites from MPLS connections to Site-to-Site VPN
- Review network connectivity of our overseas sites

This should improve our browsing and reduce the load on our core network. The core network will be reconfigured to prepare for the changes. Given that most of SIIL staff needs to access our mail servers and some applications, IT is reviewing a new network configuration for sites in other countries, which will provide a better solution for accessing our services leading to better business continuity.

Corporate IT will ensure that most changes will be done out of hours or over a weekend to avoid inconvenience. Should any changes need to happen during a working day users will be informed in advance.

MOBILE DEVICES

From a security and a network standpoint, mobile devices are currently a large risk to SIIL as most users don't have any form of anti-virus on their mobiles. It confirms that at any given time, between 30% - 80% of the network traffic passing through the Internet firewall comes from our mobile devices. Further our IT team is aware that a number of our mobile devices have viruses and malware, hence they will rollout Mobile Device Management (MDM) in 2018. This will allow the team to install anti-virus software on mobiles as well as manage devices, ie remove company data if phones get lost or stolen or when an employee leaves the company.

SECURITY

One of the latest emerging threats is known as next-gen viruses. These viruses use a number of different techniques to successfully evade all conventional AV solutions. To tackle the new malware, companies are creating next-gen anti-virus that works in a radically different way and fixes a number of shortcomings in traditional AV. As yet, the next-gen AV needs to be run alongside traditional AV.

SIIL's corporate IT plans to test a number of these systems in 2018 before choosing the most suitable for SIIL. During the rollout of a new system, they expect to discover a number of user PC's to be infected with previously undetected malware. The team will ensure that these systems are rebuilt. Also SIIL will bring in something known as SEIM or 'Security Event and Incident Monitoring' to further enhance security.

employees

EXPERIENCE

Mr. Michel H. Deeb GENERAL MANAGER ITC AND MIDECO

When TSE met with Mr. Michel H. Deeb, General Manager of SIIL's ITC and MIDECO, recently we asked him to talk about the two companies he manages and share his insights on the importance of possessing an entrepreneurial mind-set. In the Company Spotlight section of the Second Quarter Edition of TSE, Mr. Deeb remarked that he founded MIDECO and operated that company for 10 years prior to MIDECO joining the SIIL Family.

TSE: Would you describe yourself as an entrepreneur?

MD: Yes once an entrepreneur, always an entrepreneur! Whilst I no longer play an entrepreneur's role, as now I fully immerse myself in my responsibilities of being a GM at two SIIL companies, I still continue to carry the spirit of entrepreneurship into my work. I do that because I believe that is a necessity for a GM's success and for the success of the businesses I manage.

TSE: Could you elaborate on that?

MD: A good entrepreneur is a visionary; someone who is fully engaged and totally committed to the success of his or her enterprise. Not only will an entrepreneur initiate ideas and create goals, but he will also challenge his team to achieve those goals. He will take the leadership in creating a path to success and do whatever it takes to win and dominate in the market in which he operates. Being a GM calls for a similar level of commitment and passion. That is why I continue to carry an entrepreneurial spirit into my responsibilities as GM of ITC and MIDECO.

TSE: Do you see Salam as an entrepreneurial group?

MD: Absolutely! That's one thing that anyone will immediately notice about Salam. A spirit of entrepreneurship lies at the heart of Salam's DNA and the company's legacy has been built on it. That is why we are one of Qatar's most diversified conglomerates and we continue to expand into new areas of business.

TSE: As GM of ITC and MIDECO, which on-the-job responsibilities do you enjoy the most?

MD: I enjoy all aspects of my work, however, if I had to pick one aspect, I would say it is relationship building. I am a people person and I enjoy building connections and developing them into successful business partnerships.



TSE: What is something you enjoy the least?

MD: Dealing with bureaucracy and red-tape! I would much rather pursue the action-oriented aspects of the work. But enduring administrative procedures and showing patience in the face of delays are all part of the job. So you have to just get on with it. But I can't say I enjoy that aspect too much!

TSE: What is one of the most valuable lessons you have learnt in the course of your professional life?

MD: Again, there are many, but an important lesson is the need for compromise, be it in business or in life. Some victories can only be won through compromise. Being solution-oriented, even in the face of conflict is a valuable characteristic for a professional to possess. What is crucial is to have that wisdom to know when one must take an unyielding stand and when it is better to yield.

TSE: Tell us a bit about your family...

MD: My wife, daughter and I have lived in Qatar for over 20 years. My wife Gretta is an accountant and she currently supports the accounting department of MIDECO. Our daughter, Marie-Joe, completed her undergraduate studies in Beirut at the American University and obtained a BS in Biology, she has since pursued her Graduate Studies in the UK at the University of Surrey, Guildford, where she obtained her Master's Degree in Human Nutrition and where she is currently pursuing Phd Studies in Nutritional Genomics.

PROMOTIONS

SALAM STUDIO & STORES QATAR



Ms. Annaliza Galutera
promoted as Brand Manager - PUIG Perfumes & Cosmetics Division.



Mr. Mina Tharwat Kamel Tawfeeq
promoted as Sales Manager - PUIG Perfumes & Cosmetics Division.



Mr. Amjad Alhamwi
promoted as Sales Manager - PRESTIGE Perfumes & Cosmetics Division.



Mr. Georgio Hokayem
promoted as Store Supervisor. Retail Division.

warm
welcome
TO OUR NEW
TEAM MEMBER

ATELIER
SAUDI ARABIA



Mr. Mohammad Obaidat
joins us as Key Account Manager

Atelier 21
INTERIORS 21
اتيليه 21

SALAM STUDIO & STORES UAE



Ms. Mirna El Ghoul
promoted as Division Manager, Distribution Perfumery.



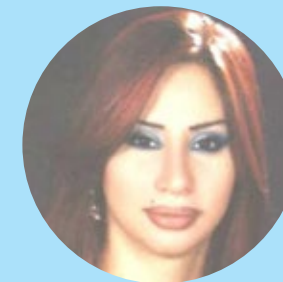
Ms. Mirna Dakroub
promoted as Store Manager, Retail Roy Robson & Gerry Weber.



Mr. Eslam Abdelhadi Zakaria Mohamed
promoted as Area Supervisor-Abu Dhabi & Al Ain, Perfumes Distribution- Premium Brands.



Mr. Mohamed Azmi Kassar
promoted as Brand Manager- Abu Dhabi & Al Ain, Perfumes Distribution- Premium Brands.



Ms. Huda Koza Salman
promoted as Accounts Coordinator, Distribution Perfumery-Tom Ford.



Mr. Elamir Adnan Mohamed Ramadan
promoted as Beauty Specialist- Counter Manager, Distribution Perfumery-Tom Ford.

events

M Nseena AT THE GATE MALL

The exhibition is under the patronage of Mr. Issa Abu Issa and will exhibit for the first time around 200 photos of Palestine before 1948 and as old as the late 1800's all from Mr. Abu Issa private collection. There will also be interactive features in the exhibition about Al Aqsa Mosque provided by other parties and a 3D Virtual Reality shows.



معرض صور تاريخية لدولة فلسطين
بالإضافة إلى نشاطات تفاعلية للمسجد الأقصى
ذي جيت مول - في قاعة الميسلون - الطابق الأول - من 1 إلى 7 نوفمبر

ما نسينا
#Balfour100

Historic Photos Exhibition of The State of Palestine
with interactive activities of Al Aqsa Mosque
The Gate Mall - Maysaloun Hall - 1st Floor - From 01 to 07 November



"Palestine & Balfour100, A Story of a Century" PHOTO EXHIBITION AT THE GATE MALL

Salam International, The Gate Mall and many Palestinian youth groups of activists stood up together to organize "A Story of a Century" exhibition at the Maysaloun Hall.

This photo exhibition started from November 1 until November 7, because of the very good turnout was extended until the 13th of the same month.

Exhibition "The Story of a Century" was opened at The Gate Mall - Maysaloun Hall. The exhibition, which lasts all week, contains a valuable collection of photographs that tell the story of the Palestinian people 100 years ago. It illustrates Palestine's history including portraits, illustrations of the city, civilization, historical moments and various professions of the Palestinian people. This unique collection from 1900 until 1967 demonstrates the rights of the Palestinian people to a country that they have built and had for centuries. The photo collection belongs to Mr. Issa Abdulsalam Abu Issa the Chairman of Salam International.

Many interactive activities were there for the visitors to enjoy their experience to be in deep contact with the concept. Photo booth of The Dome of The Rock, interactive statue of Al-Aqsa Mosque and Visual Reality 360 provided by Al Jazeera Media Network.

Mr. Issa Abdulsalam Abu Issa, in the opening day welcomed both Sheikh Nawaf bin Nasser bin Khaled Al Thani and the Palestinian Ambassador who attended "The Story of a Century". While Mr. Abdul Salam Abu Issa received and accompanied the Swedish Ambassador on a following day visiting and appreciating the exhibitions.

The number of attendees was great in the opening and the following days, people wanted to share and express their feelings about the case and to show the support to Palestine. Similarly, the event was covered by local and international media networks as well as social media at large.

This exhibition was part of many other activities that took place during the week of "Ma Nseena - We Did Not Forget". The Palestinian youth activists offered games, workshops, seminars, movie shows and the Tweeting room were there for people to interact and know more about the illegal Balfour promise and its devastating effect on Palestine and the Palestinian people.



new births

This page in The Salam Experience, celebrating the birth of our Salam babies, is sponsored by JustKidding, the one-stop shop for modern parents.

JUSTKIDDING SOURCES THE WORLD'S LEADING BRANDS IN SAFE AND STYLISH FURNITURE, SMART ANDELEGANT TRAVEL GEAR, STYLISH YET ORGANIC CLOTHING, JOYFUL TOYS AND SUPER-PRACTICAL AND HEALTHY BABY CARE PRODUCTS.

SALAM STUDIO & STORES UAE



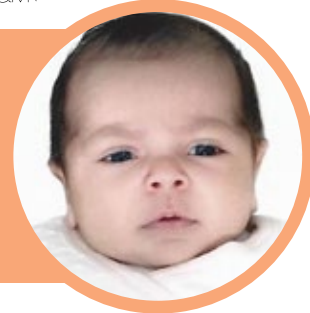
Atal Jan

son of Mr. Ashfaq Ahmad,
Retail- De Beers Dubai Mall.



Lamar

daughter of Mr. Omar M.Maher Malssi,
Retail - Al Ain Armani Jeans.



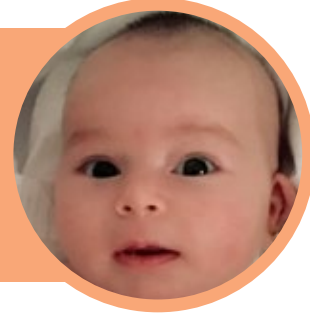
Mariko Manuel

son of Ms. Anna Lyn B. De Leon,
Retail Wafi Store.



María

daughter of Mr. Alhartha Adnan Fathi
Alsabbagh Alnasani,
Retail - Boutiques Yas Mall.



Omar

son of Mr. Jehad Shukaidih,
Retail - Mirdif Fashion.



Celia

daughter of Mr. Elamir Adnan
Mohamed Ramadan,
Distribution Perfumery- Tom Ford.



Sofie Marcelite

daughter of Ms. Jocelyn Ablador-
Distribution Perfumery- Estee lauder.



Zeigh Ashanti

daughter of Ms. Amer Momo,
Retail YAS Mall Love Moschino.



SALAM TECHNOLOGY



Zacharia Gitay

son of Sabanaaz Choughe,
ICT Coordinator



Akshaya Arunkumar

daughter of Arunkumar Sankaran,
Product Specialist.



SALAM ENTERPRISES QATAR

Pradin Shetty

son of Mr.Dinesh Shetty,
Quantity Surveyor



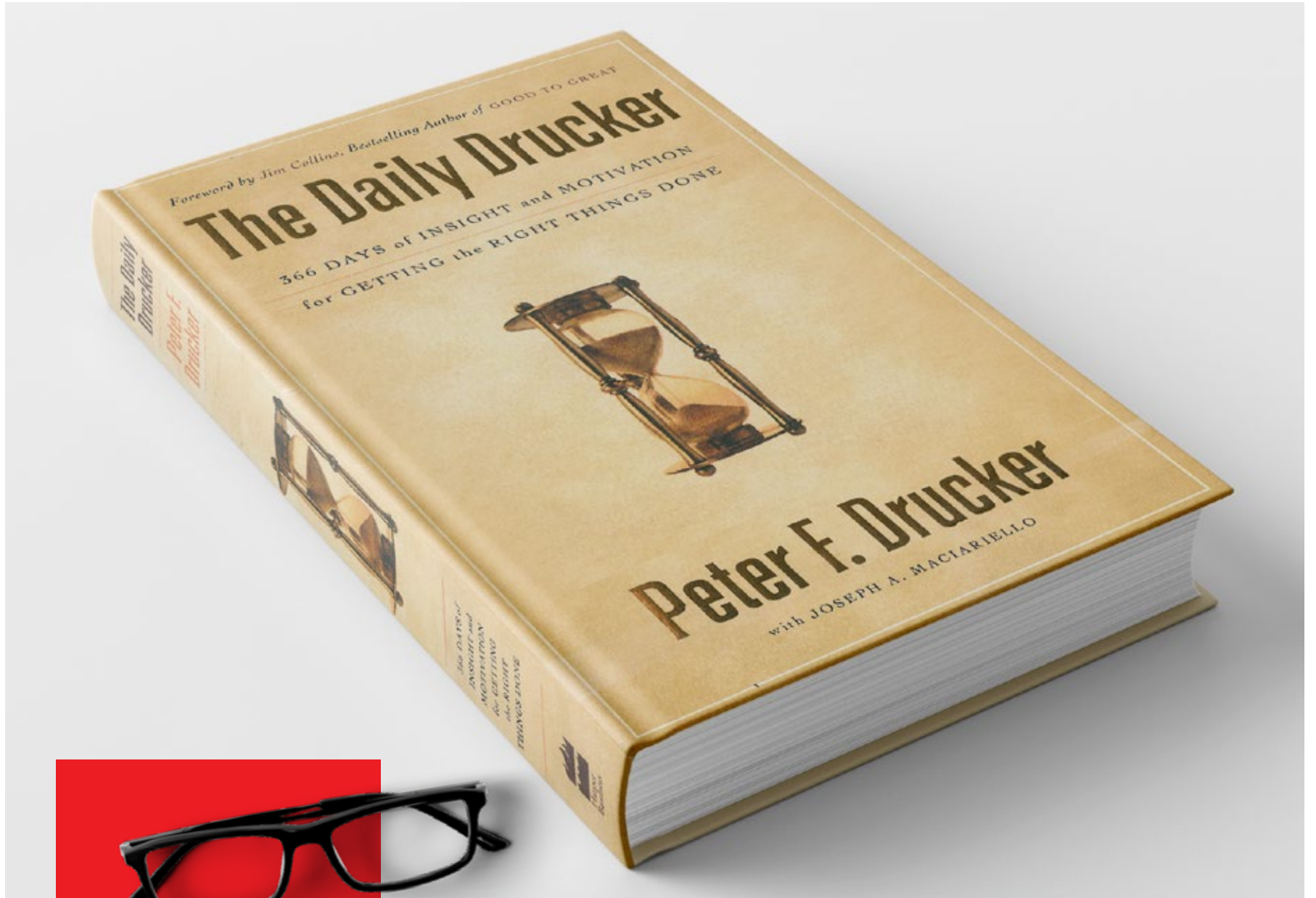
15%

DISCOUNT FOR ALL SALAM EMPLOYEES

EATOPIA | HAWAK CAFÉ | FANAJEEN CAFÉ | CAFÉ #999



bookworm



PROFIT'S FUNCTION

Today's profitable business will become tomorrow's white elephant.

Joseph Schumpeter insisted that innovation is the very essence of economics and most certainly of a modern economy. Schumpeter's Theory of Economic Development makes profit fulfill an economic function. In the economy of change and innovation, a profit, in contrast to Karl Marx's theory, is not a "surplus value" stolen from the workers. On the contrary, it is the only source of jobs for workers and of labor income. The theory of economic development shows that no one except the innovator makes a genuine "profit"; and the innovator's profit is always quite short-lived.

But innovation, in Schumpeter's famous phrase is also "creative destruction." It makes obsolete yesterday's capital equipment and

capital investment. The more an economy progresses, the more capital formation will it therefore need. Thus, what the classical economist - or the accountant or the stock exchange - considers "profit" is a genuine cost, the cost of staying in business, the cost of a future in which nothing is predictable except that today's profitable business will become tomorrow's white elephant.

Action point:

Insure that you are investing enough in innovation to prepare for the day when your profitable business becomes obsolete

An Excerpt from The Ecological Vision

designed by

[the creative union]

The Salam EXPERIENCE is published each quarter by the Corporate Marketing & Communications Department. Its purpose is to recognise employee accomplishments, inform the readers of upcoming events and to report stories of interest to the employees of Salam International Investment Ltd. To be accepted for publication, information must pertain Salam International Investment Ltd. activities, personnel or family members of Salam International Investment Ltd. Submissions will be edited for clarity, brevity, and to meet space limitations.

The Corporate Marketing & Communications Department reserves the right to decide whether or not a submission is newsworthy or acceptable for this medium.

Please e-mail your comments, suggestions and/or submissions to: salamexperience@salaminternational.com or Sara Abu Issa, Corporate Communications Manager at s.abuissa@salaminternational.com or via fax to +974 44838732

www.salaminternational.com

