

CANADA EGYPT BUSINESS COUNCIL CONSEIL D'AFFAIRES CANADA EGYPTE محلس الأعصال الكندس

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Egyptian Council for Sustainable Development Conseil Égyptien pour le Développement Durable الجاه المستدامية المستدامية



CONTENT



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Chairman's Message



Dear Reader,

It is with great pleasure that I welcome you to a new issue of our monthly newsletter.

CEBC hosted a special reception on the occasion of the visit of the Honorable John Baird, Canada's minister of Foreign Affairs to Egypt. The visit came within the continuous and ongoing bilateral efforts between Canada and Egypt to explore multilateral, regional and bilateral trade opportunities in support of the cooperation towards enhancing the Egyptian-Canadian relations and business environment.

I really do feel the importance of the goodwill of Egypt's friends at this stage of transformation; Canada is particularly well-positioned to be a key partner as Egypt moves forward. With its economic power and its pioneering education systems among other areas of strength, Canada is the prime location for Egyptian entrepreneurs to look for partners and this is the very purpose of the council, which is to foster prosperous and mutually beneficial trade relations between both countries.

As CEBC continues to march towards achieving its main aim and in light of this important visit, I have the

pleasure to announce to our dear members the signing of a memorandum of understanding with our new counterparts in the United Arab Emirates: the Canadian Business Council of Abu Dhabi (CBC-Abu Dhabi) and the Canadian Business Council of Dubai and North Emirates (CBC-Dubai).

The three councils believe very much in the benefits of such an important collaboration which will pave the way for bringing together hundreds of companies from Canada, Egypt, and UAE to trade and investment opportunities as well as promoting a solid Canadian-Emirati-Egyptian relationship based on the three countries' mutual strategic interests.

This agreement comes within the belief that there are enormous untapped potentials for further development of Canadian/Egyptian/Emirati relations especially in business and trade arenas, where new business opportunities could act as bridges for the benefit of the members of the three councils as well as acting as a good chance to explore multilateral, regional and bilateral trade opportunities.

I look forward to having our dear members benefit from this new cooperation, we at the Council truly believe that for our members and through them, we can reach better and further grounds of promising opportunities in business.

Motaz Raslan



مع الاول، خطوة واحدة تحقق حلمك





أكبر تتركة من حيث رأس المال المدفوع والبالغ 404 مليون جنيها أكبر تتركة من حيث الحصة السوقية والبالغة 38٪ أكبر تتركة من حيث محفظة التمويلات والبالغة مليار ومائتي مليون جنيها أول تتركة تمويل عقاري في مصر – تأسست عام 2003 تمويل وحدات سكنية وإدارية وتجارية تمويل المصريين العاملين بالخارج تمويل محدودي ومتوسطي الدخل

ضمن مبادرة البنك المركزي بأسعار فاللة ١٧-١٨

المهندسين - الرحاب

الغروع

السادس من أكتوبر - الاسكندرية

العاشر من رمضان - مدينة نصر



Visit of the Canadian Minister of Foreign Affairs to Egypt



On Thursday, January 15th, The Canada Egypt Business Council hosted a special reception on the occasion of the visit of the Honorable John Baird, Canada's minister of Foreign Affairs to Egypt.

The visit comes within the continuous and ongoing bilateral efforts between Canada and Egypt to explore multilateral, regional and bilateral trade opportunities in support of the cooperation towards enhancing the Egyptian-Canadian relations and business environment.

Members of the Council and their guests, the Egyptian minister of Finance, Egypt's former ministers of higher education, administrative



·Admiral Mohab Mameesh

development, social solidarity, health and information and H.E. Amre Moussa were among the guests. Ambassadors of Canada, Belarus, Bulgaria, Lithuania, Georgia also were present together with other government representatives.

CEBC Chairman, Mr. Motaz Raslan, started his welcoming remarks by highlighting the importance of the goodwill of Egypt's friends at this stage of transformation, "Canada is particularly well-positioned to be a key partner as Egypt moves forward", Raslan said. The



·Mr. Bassam Fouad

Chairman highlighted that with its economic power and its pioneering education systems among other areas of strength, Canada is the prime location for Egyptian entrepreneurs to look for partners. This, Raslan said, is the very purpose of the council, which is to foster prosperous and mutually beneficial trade relations between both countries.

"Canada and Egypt have come a long way since 1954 when they established formal diplomatic relations and since that time I believe the relationship has soared to new heights. For example Egypt can never forget the stellar role played by Canada's former minister of foreign affairs, the Hon. Lester Pearson for resolving the Suez Crisis by suggesting the notion of a UN-led "peacekeeping" force to solve the crisis back in 1956...A role that has not only appointed him to receive the Nobel Peace Prize in 1957...but to gain the love and respect of all Egyptians and Canadians" said Raslan.

As the Canada Egypt Business Council continues to march towards achieving its main aim which is to foster the development of trade relations between Canada and Egypt and in light of this important visit, Eng. Motaz Raslan, Chairman of the Canada Egypt Business Council (CEBC) announced the signing of a memorandum of understanding with its new counterparts in the United Arab Emirates: the Canadian Business Council of Abu Dhabi (CBC-Abu Dhabi) and the Canadian Business Council of Dubai and North Emirates (CBC-Dubai).

The three councils believe very much in the benefits of such an important collaboration which will pave the way for bringing together hundreds of companies from



·Eng. Motaz Raslan, The Honorable John Baird



•The Honorable John Baird, Admiral Mohab Mameesh

Canada, Egypt, and UAE to trade and investment opportunities as well as promoting a solid Canadian-Emirati-Egyptian relationship based on the three countries' mutual strategic interests.

Mr. Bassam Fouad, Vice Chair of the Canadian Business Council of Abu Dhabi was present on behalf of the (CBC-Abu Dhabi) and (CBC-Dubai), in his remarks before the audience, Bassam emphasized that this agreement comes within the belief that there is enormous untapped potentials for further development of Canadian/Egyptian/Emirati relations especially in business and trade arenas, where new business opportunities could act as bridges for the benefit of the members of the three councils as well as acting as a good chance to explore multilateral, regional and bilateral trade opportunities.

The podium was then given to Admiral Mohab Mameesh, Chairman & Managing Director, Suez Canal Authority who also signed a memorandum of understanding between the Suez Canal Authority and the Canada's Commercial Cooperation in the context of their cooperation in the new project of Suez Canal.

In his comments he noted that the new Suez Canal project will carry benevolence and welfare not only to Egypt but to the whole world. "We are working really hard to finalize the project as well as the master plan of the development area on time", said Mameesh. He also noted that he is happy to work with the Canadian government on this important project commenting "we consider Canada, the Canadians and the Canadian government as partners and friends, we work together to achieve peace making and we look forward to more future cooperation between our two countries".

In his welcoming remarks, the Honorable John Baird highlighted the importance of the goodwill of Egypt's friends at this stage, "we in Canada, when it comes to our relationship with Egypt have one single goal, that Canada becomes Egypt's new



to work with the young people to help secure economic future plans and another 50 million dollars to work on the empowerment of young women and entrepreneurs.

Baird also highlighted his visit to Luxor and some of the meetings he held in Cairo with his counterpart minister Sameh Shoukry and Coptic Pope Tawadros.

We share the same desire to see the Egyptian economy rebound not only in tourism but in many other sectors where Canada is excited to endorse next March's economic summit in Sharm Sheikh where Canada will ensure to have a Canadian delegation participating not only from the government but also from the private sector to encourage the investment and economic opportunities" said minister Baird

Finally ambassador Troy Lulashnyk, the Canadian ambassador to Egypt concluded the remarks by expressing his satisfaction and happiness with such a successful visit of minister Baird to Egypt and assured what came in Baird's comments about Canada's support to Egypt and reinforcing Egypt's new path forward. He also highlighted the new Canadian/Egyptian cooperation in the form of signing the memorandum of understanding between the Canada's Commercial Cooperation and the Suez Canal authority where both parties will share their efforts to work on the development of the area of this new big project opening new channels to similar future cooperation between Egypt and Canada.



Mr. Bassam Fouad, Ms. Rasha Kamal, The Honorable John Baird





Eng. Motaz Raslan, The Honorable John Baird, Mr. Bassam Fouad



The Honorable John Baird, H.E. Dr. Hany Kadry, Admiral Mohab Mameesh, Eng. Motaz Raslan



Ms. Rasha Kamal, Mr. Hussein Assem. Mrs. Maha El Khoga



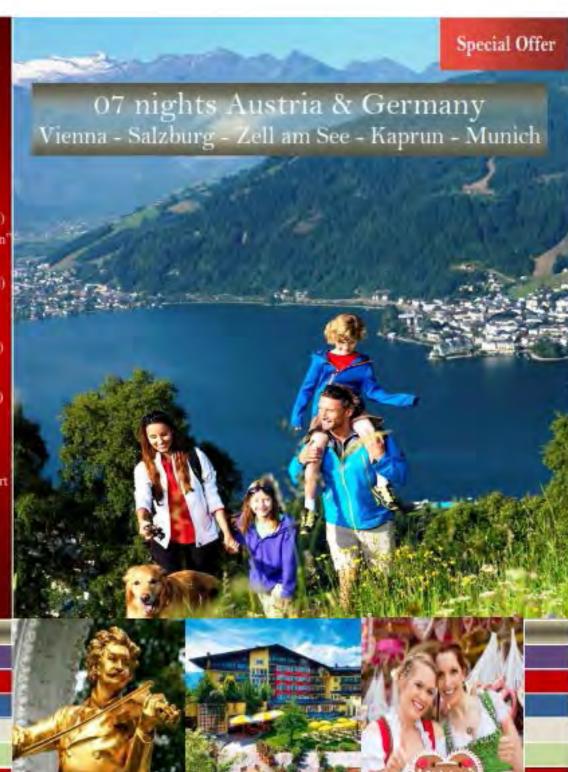
Starts from

LE 7,100.00 p.p.

Without flight ticket

Price includes:

- -2 nights in Vienna at (4* hotel) "Courtyard by Marriott Schönbrunn"
- -1 night in Salzburg at (4* hotel) "Crowne Plaza Pitter"
- -2 nights in Zell am See at (4" hotel) "Heitzmann"
- 2 nights in Munich at (4* hotel) "Eurostars Grand"
- -Daily breakfast
- -Arrival transfer from Vienna Airport to hotel in Vienna by private car
- City tours in Vienna, Salzburg and Munich
- -Train ticket (2nd class) Vienna -Salzburg - Zell am See-Kaprun -Munich





11. 26 July St., Lehmon Square, El - Mohandessan, Caim Egypt.

Imperial Wonderland

- -Program is valid from April till October, 2015
- -Prices is per person on twin sharing basis
- -Confirmation is subject to hotel availability
- -Supplement will be applied in peak periods & event days

Additional Information:

- -5*hotels categories are available
- -In case no availability on above hotels, we might offer alternative hotels in same rates
- -International flight ticket price starts approx from Le 3,100.00 per ticket

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Savor Canada

Vancouver (Part 2)



Officially the City of Vancouver, is a coastal seaport city on the mainland of British Columbia, Canada. The 2011 census recorded 603,502 people in the city, making it the eighth largest Canadian municipality. The Greater Vancouver area of around 2.4 million inhabitants is the third most populous metropolitan area in the country and the most populous in Western Canada. Vancouver is one of the most ethnically and linguistically diverse cities in Canada; 52% of its residents have a first language other than English. Vancouver is classed as a Beta global city. The City of Vancouver encompasses a land area of about 114 square kilometres, giving it a population density of about 5,249 people per square kilometre (13,590 per square mile). Vancouver is the most densely populated Canadian municipality, and the fourth most densely populated city over 250,000 residents in North America, behind New York City, San Francisco, and Mexico City.

The Vancouver Art Gallery is housed downtown in the neoclassical former courthouse built in 1906. The courthouse building was designed by Francis Rattenbury, who also designed the British Columbia Parliament Buildings and the Empress Hotel in Victoria, and the lavishly decorated second Hotel Vancouver. The 556-room Hotel Vancouver, opened in 1939 and the third by that name, is across the street with its copper roof. The Gothic-style Christ Church Cathedral, across from the hotel, opened in 1894 and was declared a heritage building in 1976. There are several modern buildings in the downtown area, including the Harbour Centre, the Vancouver Law Courts and surrounding plaza known as Robson Square (designed by Arthur Erickson) and the Vancouver Library Square (designed by Moshe Safdie and DA Architects), reminiscent of the Colosseum in Rome, and the recently completed Woodward's building Redevelopment (designed by Gregory Henriquez). The original BC Hydro headquarters building (designed by Ron Thom and Ned Pratt) at Nelson and Burrard Streets is a modernist high-rise, now converted into the Electra



condominia. Also notable is the "concrete waffle" of the MacMillan Bloedel building on the north-east corner of the Georgia and Thurlow intersection. A prominent addition to the city's landscape is the giant tent-frame Canada Place (designed by Zeidler Roberts Partnership Partnership, MCMP & DA Architects), the former Canada Pavilion from the 1986 World Exposition, which includes part of the Convention Centre, the Pan-Pacific Hotel, and a cruise ship terminal. Two modern buildings that define the southern skyline away from the downtown area are City Hall and the Centennial Pavilion of Vancouver General Hospital, both designed by Townley and Matheson in 1936 and 1958 respectively. A collection of Edwardian buildings in the city's old downtown core were, in their day, the tallest commercial buildings in the British Empire. These were, in succession, the Carter-Cotton Building (former home of The Vancouver Province newspaper), the Dominion Building (1907) and the Sun Tower (1911), the former two at Cambie and Hastings Streets and the latter at Beatty and Pender Streets. The Sun Tower's cupola was finally exceeded as the Empire's tallest commercial building by the elaborate Art Deco Marine Building in the 1920s. The Marine Building is known for its elaborate ceramic tile facings and brass-gilt doors and elevators, which make it a favourite location for movie shoots. Topping the list of tallest buildings in Vancouver is Living Shangri-La at 201 meters (659 feet) and 62 storeys. The second-tallest building in Vancouver is the Private Residences at Hotel Georgia, at 156 meters (512 feet). Third is One Wall Centre at 150 meters (490 feet) and 48 storeys, followed closely by the Shaw Tower at 149 meters (489 feet).

Starts from

LE 13,250.00 p.p.

Without flight ticket

Price includes:

- -07 nights on board 5* cruise "Ocean view Stateroom"
- -Port charges & Taxes Fees
- Most meals on board
- Some beverage on board.
- Most entertainment on board
- "It is recommended to book one night before embarkation and one night after disembarkation

07 nights on Overseas Cruise Barcelona - Palma De Mallorca - Marseille - Livorno Rome - Naples - Barcelona









7 Nights Western Mediterranean Cruise from Barcelona - Roundtrip

11, 26 July St., Lebanon Square. El-Mohandesoin, Cairo Egypt,

- -Above cruise is sailing from 19/07- 26/07
- -Other sailing dates are available
- -Other cruises are available
- -Prices is per person on twin sharing basis
- -Confirmation is subject to availability
- -Supplement will be applied in peak periods & event days

Additional Information:

- -Higher class of cabins are available
- -In case no availability on above cruise, we might offer alternative cruise with different categories & rates
- -International flight ticket price starts from Le 3,890.00 per ticket

Arts and culture



Prominent theatre companies in Vancouver include the Arts Club Theatre Company on Granville Island, and Bard on the Beach. Smaller companies include Touchstone Theatre, and Studio 58. The Cultch, The Firehall Arts Centre, United Players, and The Pacific and Metro Theatres, all run continuous theatre seasons. Theatre under the Stars produces shows in the summer at Malkin Bowl in Stanley Park. Annual festivals that are held in Vancouver include the PuSh International Performing Arts Festival in January and the Vancouver Fringe Festival in September.

The Vancouver Playhouse Theatre Company operated for fifty years, ending in March 2012.

The Scotia bank Dance Centre, a converted bank building on the corner of Davie and Granville, functions as a gathering place and performance venue for Vancouver-based dancers and choreographers. Dances for a Small Stage are a semi-annual dance festival.

The Vancouver International Film Festival, which runs for two weeks each September, shows over 350 films and is one of the larger film festivals in North America. The Vancouver International Film Centre



venue, the Vancity Theatre, runs independent non-commercial films throughout the rest of the year, as do the Pacific Cinémathèque, and the Rio theatres.

Music and Nightlife

Musical contributions from Vancouver include performers of classical, folk and popular music. The Vancouver Symphony Orchestra is the professional orchestra based in the city. The Vancouver Opera is a major opera company in the city. The city is home to a number of Canadian composers including Rodney Sharman, Jeffrey Ryan, and Jocelyn Morlock.

The Granville Entertainment District downtown can attract large crowds to the street's many bars and nightclubs.

Larger musical performances are usually held at venues such as Rogers Arena, Queen Elizabeth Theatre, BC Place Stadium or the Pacific Coliseum, while smaller acts are held at places such as the Commodore Ballroom, the Orpheum Theatre and the Vogue Theatre. The Vancouver Folk Music Festival and the Vancouver International Jazz Festival showcase music in their respective genres from around the

artists and actors have a profile in Bollywood or other aspects of India's entertainment industry.

Vancouver has a vibrant nightlife scene, whether it be food and dining, or bars and nightclubs. The Granville Entertainment District has the city's highest concentration of bars and nightclubs with closing times of 3am, in addition to various after-hours clubs open until late morning on weekends. The street can attract large crowds on weekends and is closed to traffic on such nights. Gastown is also a popular area for nightlife with many upscale restaurants and nightclubs, as well as the Davie Village which is centre to the city's LCBT community.



Sports and recreation

The mild climate of the city and proximity to ocean, mountains, rivers and lakes make the area a popular destination for outdoor recreation. Vancouver has over 1,298 hectares (3,210 acres) of parks, of which, Stanley Park, at 404 hectares (1,000 acres), is the largest. The city has several large beaches, many adjacent to one another, extending from the shoreline of Stanley Park around False Creek to the south side of English Bay, from Kitsilano to the University Endowment Lands, (which also has beaches that are not part of the city proper). The 18 kilometres (11 mi) of beaches include Second and Third Beaches in Stanley Park, English Bay (First Beach), Sunset, Kitsilano Beach, Jericho, Locarno, Spanish Banks, Spanish Banks Extension, Spanish Banks West, and Wreck Beach. There is also a freshwater beach at Trout Lake in John Hendry Park. The coastline provides for many types of water sport, and the city is a popular destination for boating enthusiasts.

Within a 20-30-minute drive from downtown Vancouver are the North Shore Mountains, with three ski areas: Cypress Mountain, Grouse Mountain, and Mount Seymour. Mountain bikers have created world-renowned trails across the North Shore. The Capilano River, Lynn Creek and Seymour River, also on the North Shore, provide opportunities to whitewater enthusiasts during periods of rain and spring melt, though the canyons of those rivers are more utilized for hiking and swimming than whitewater.

Running races include the Vancouver Sun Run (a 10 km (6.2 mi) race) every April; the Vancouver Marathon, held every May; and the Scotiabank Vancouver Half-Marathon held every June. The Grouse Grind is a 2.9-kilometre (1.8 mi) climb up Grouse Mountain open throughout the summer and fall months, including the annual Grouse Grind Mountain Run. Hiking trails include the Baden-Powell Trail, an arduous 42-kilometre (26 mi) long hike from West Vancouver's Horseshoe Bay to Deep Cove in the District of North Vancouver.

Vancouver is also home to notable cycling races. Most summers since 1973, the Global Relay Gastown Grand Prix has been held on the cobblestone streets of Gastown. This race and the UBC Grand Prix are part of BC Superweek, an annual series of professional cycling races in Metro Vancouver.

Vancouver, along with Whistler and Richmond, was the host city for the 2010 Winter Olympics and the 2010 Winter Paralympics.





النهاردة .. من حقك يكون عندك شالية ع البحر



كلالختيارات متاحة ... في الموقع والقيمة والمساحة ادفع سركا جنيه واستلم مفتاح شاليهك فورًا والباقي بالتقسيط حتى ١٥ سنة

- فلدق/مطاعم/كافيتريات
- مشروع متكامل الخدمات والمرافق
- مسطحات خضراء / حمامات سياحة
 - مناطق ترفيهية ورياضية
 - عرض الشاطئ ٥٠٠ م

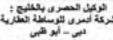
- مساحات متعددة تبدأ من ٢٥٨٠
- جميخ الوحدات مسجلة وجاهزة
 - للتسليم الغورى
 - خصم خاص للسداد النقدى















Spelling it out: Presidential decrees to boost tax revenues & bring greater clarity



Several significant changes have been made to Egyptian tax law, via presidential decrees, that will increase tax revenues and add clarity. The addition of domestic dividend taxation may cause some to reconsider their structures to avoid repeated tax leakage. Egyptian corporates with overseas subsidiaries will benefit from the long-overdue participation exemption regime.



Temporary Wealth Tax

A new 5% temporary annual tax will apply from 2014-16 on all annual net income exceeding LE1m (\$142,000) for individuals and corporates. This comes on top of the current top tax rate of 25% for corporates and individuals, making the new top tax rate 30% for all income above LE1m (\$142,000).

Global Taxation

Individuals who are deemed to be tax resident in Egypt are now taxable on global income if Egypt is the "centre of their commercial interests".

Individual Dividends

Egyptian dividends paid to resident individuals are subject to a new tax at source at 10% if their percentage ownership is 25% or less of the paid-up capital or the voting rights. This rate is reduced to 5% if the percentage exceeds 25% and the shares in question were held for two years. Dividends paid by non-resident entities to Egyptian resident individuals shall be taxable at the progressive rates used for income tax, ranging from 10-30%. There is no further taxation on dividends for individuals.

Corporate Dividends

Dividends paid to resident or non-resident entities are initially subject to withholding tax (WHT) at 10% if percentage ownership is below 25% of the paid-up capital or voting rights. This WHT rate is reduced to 5% if percentage ownership exceeds 25% and the shares in question were held for two years. Subsequently, such dividends are added to the resident corporate's tax pool and the following rules apply.

For percentage ownership exceeding 25%, dividends received by an Egyptian resident entity are exempted from corporate income tax (CIT). However, 10% of the value is deemed to be the cost of earning such dividends and a corresponding amount is thus disallowed from other costs before reaching the taxable profits pool. The 5% withheld at source is not recoverable in such a case as the dividend income is exempt and the deemed costs added back effectively are taxed according to the applicable tax rates of 25% for amounts up to LE1m (\$142,000) or 30% on income over LE1m (\$142,000). In addition, the shares in question should either have been held for two years previous to the distribution or be held for two years following it. For percentage ownership below 25%, dividends are added to the corporate's tax pool and are taxable at 25% or 30% as above, and all taxes withheld by the paying entity are deductible against the tax due.

Capital Gains

Capital gains on the sale of listed shares are now subject to a reduced tax. Capital gains realised by resident corporate entities on the sale of shares listed on a local exchange shall be subject to CIT of 10%, while gains on the sale of non-listed shares will be subject to the standard CIT rates of 25% and 30%. Capital gains realised by resident individuals on the sale of listed shares shall be subject to income tax of 10%, while their gains on the sale of non-listed shares will be subject to the standard income tax. Capital gains are identified based on the difference between the sales or exchange price or any other manner of disposal of the shares and the cost of acquiring such shares after deducting the brokerage commission. For listed shares, if the acquisition of securities was made prior to June 30, 2014, the cost of shares will be determined based on the highest of the acquisition price or the closing price on June 30, 2014. In all cases the entity responsible for the settlement of the transaction will withhold the tax at source at 10% of the gain.

General Anti-Aviodance Rules

Under the new General Anti-Avoidance Rules any transaction must have a purpose other than tax savings or postponement. The tax treatment will be determined based on the true economic substance of the transaction.



Source: Oxford Business Group

7 Intelligent Questions to Ask Yourself ...

Am I Taking the Right Decision? It's very important to take the right decision at the right time. But it is more important to understand the right time to take a decision and implement it.

What have I Learnt Till Now? You can learn something everyday if you pay attention. Learn from every mistake and be the best you can be.

What are my Fears? Remember, fear is the ultimate self-imposed illusion. Nothing in life is to be afraid of, but to be understood.

Where can I Find Inspiration? Your best inspiration is YOU. Make yourself someone you will be proud of.

How can I improve myself? There is nothing more challenging than a challenge to improve you. Improve yourself and be the best person you can be.

What makes me Proud of? Be proud of who you are and what you are today. Respect yourself enough to know you deserve the very best. Because when you love yourself, things fall easily into place.

What is my greatest Challenge? The greatest challenge in life is discovering who you are. Your life is what you create. Every day is a new day to try again & discover the real YOU.

Starts from

LE 7,980.00 p.p.

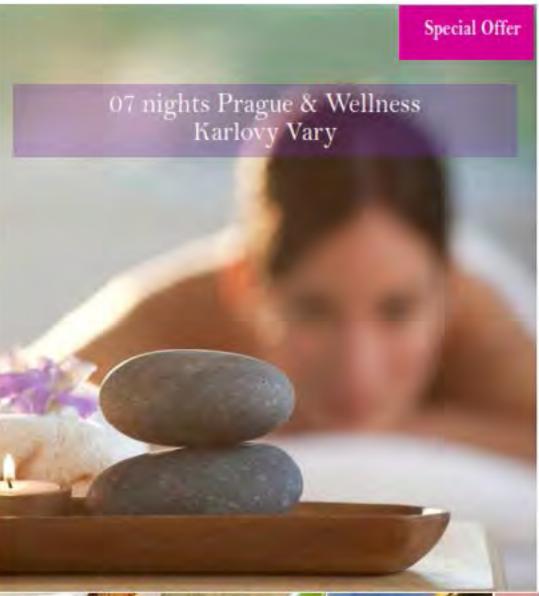
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Pries includes:

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- -03 nights in Grand Hotel Pupp (5%) in comfort room. Including Breakfast & Welliess nackage
- -Wellness Stey at Grand Hote! Pupp
- Welcome wellness gill
- 2 treatments daily in the Pupp Royal Spo
- -Entry to the fitness centre & wellness centre facilities with pool & sunnar
- -Provide transiers

Transfer Prague Airpun HTL in Prague HTL in Karlovy Vary APT in Prague

-Prague Grand City tour (Half Day Tour)









11, 26 July St., Lebanou Square, El - Molandessin, Cairo Egypt,

Remarks

- -Program valid till end of the year 2015
- -Other treatment programs are available
- Prices is per person on twin sharing basis
- -Confirmation is subject to hotel availability
- Supplement will be applied in peak periods & event days

Additional Information.

- In case the mentioned hotel is unavailable, then alternate hotel will be provided
- -International flight ticket price starts from Le 3,990.00 per ticket

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he Islamic State in Iraq and Syria, or ISIS, is the first jihadist group to control a major area at the heart of the Islamic and Arab world. ISIS has commanded significant recurring revenue streams allowing the extremists to establish a law-enforcement capacity in a region in which over three million people live, and to direct a sizable arms trading business. But the group's real novelty and peril lie elsewhere: in the sophistication of its operations.

Unlike Al-Qaeda's or for that matter any previous jihadist group, ISIS leaders do not seek to win over large sections of Arab or Muslim groups. From their perspective, this will happen only when they secure a sizable land mass, establish mechanisms for asserting Sharia, and create governing structures (typically, quasi-municipal services). The masses' acquiescence, and later buy-in, will follow.

ISIS's short-term objective is to establish a statelet—not further territorial expansion. Creating a statelet ensures continued access to the already acquired economic assets, building an administrative structure, strengthening the group's deterrent against neighboring countries (the threat of undertaking terrorist operations in their territories), and importantly, achieving an objective not a single jihadist group has managed before: becoming a political entity within the Arab world.

ISIS has a four-pillar approach to creating a statelet. First, ensure compliance of the local population. ISIS is already establishing a quasi-law-enforcement apparatus in several northwestern Iraqi towns. It also works on providing basic services, primarily water, food, medical supplies, and rudimentary schooling to children (highly achievable given that the daily revenue of the oil installations under its control exceeds \$800,000, at discounted, smuggling prices).

Second, ISIS is building alliances of convenience to create a credible deterrence against neighboring countries. ISIS has so far been successful in finding common ground with some of the fighting groups in Syria, and with few of Iraq's largest Sunni tribes. The group's leaders realize that they could face an existential threat if neighboring countries unite against it. As such, groups it controls join in the fight against Syrian President Bashar Al-Assad, others support in a war of attrition against Hezbollah in northern Lebanon, some undertake politically-driven kidnappings and assassinations; and crucially ISIS willingly acts as a pawn in the Sunni-Shite conflict raging across the eastern Mediterranean. In essence, ISIS is making itself useful to different regional powers. At the same time, it is establishing a deterrent through its reach within the large refugee communities across the region, a potential bomb that no country hosting them can defuse.

Third, ISIS has focused on posing a credible threat to the region's oil industry. This strengthens its deterrent, and weakens its neighbors. Iraq, Jordan, Saudi Arabia, and Gulf states are now forced to significantly increase security at their oil installations and pipelines. This creates a perpetual sense of apprehension, which drains resources and exhausts security forces. Also, the sense of imminent attack on



economic assets, especially oil, raises transactional costs, and accordingly prices which hurts the west, and creates a fissure between it and Gulf States. And ISIS, like all terrorist groups, thrives on such fissures.

Fourth, ISIS leaders insist on abandoning organizational rigidity and creating operational redundancy. Not surprisingly, some of the writings of the group's leaders indicate that they have studied the impact the war on terror has had on Al-Qaeda. They value flexibility and decentralized decision-making in non-strategic matters. And unlike almost all previous jihadist groups, ISIS' management is not centered round a "founding sheikh" or "early mujahideen" (fighters); it has a heavily promoted policy of spotting, nurturing, and promoting "talent."

To defeat ISIS, two actions are crucial. First, disrupt its risk-reward calculus. ISIS leaders understand that the United States, after Afghanistan and Iraq and given its current economic situation, will not engage in an all-out war against it. And Europe lacks the will and the resources for such a war. Airstrikes could disrupt economic operations for few weeks, and their impact on the group's 20,000 fighters will be absorbable because they are highly mobile throughout the eastern Mediterranean.

On the reward side, engaging the west, and primarily the United States, in a direct war would "reveal the U.S.'s hatred for the Islamic world", irrespective of rhetoric such as "we are not at war with Islam". This often works because here the target of ISIS propaganda is not Arab and Muslim middle classes, but impressionable young Muslims, living in harsh circumstances in refugee camps and shantytowns in Jordan, Lebanon, and Turkey. To alter this calculus, the alliance against ISIS should hit where it really hurts: the group's main revenue streams. This will upset the group's operational dynamics and deny it the resources that sustain its services, and therefore its ability to consolidate its presence in the region. Decimating the revenue streams is, primarily, a logistical and intelligence effort, rather than a military operation.

And second, shatter its deterrence and alliances strategy. This could be achieved only if regional countries realize that using jihadist groups as proxies in the different hot and cold wars raging across the region is blowing wind at parched grass; some of them will score quick wins, but all will suffer immensely if these groups entrench themselves in the region. In addition, the alliance against ISIS should incentivize and mobilize other fighting groups in Syria and Iraq—such as The Free Syrian Army, the Islamic



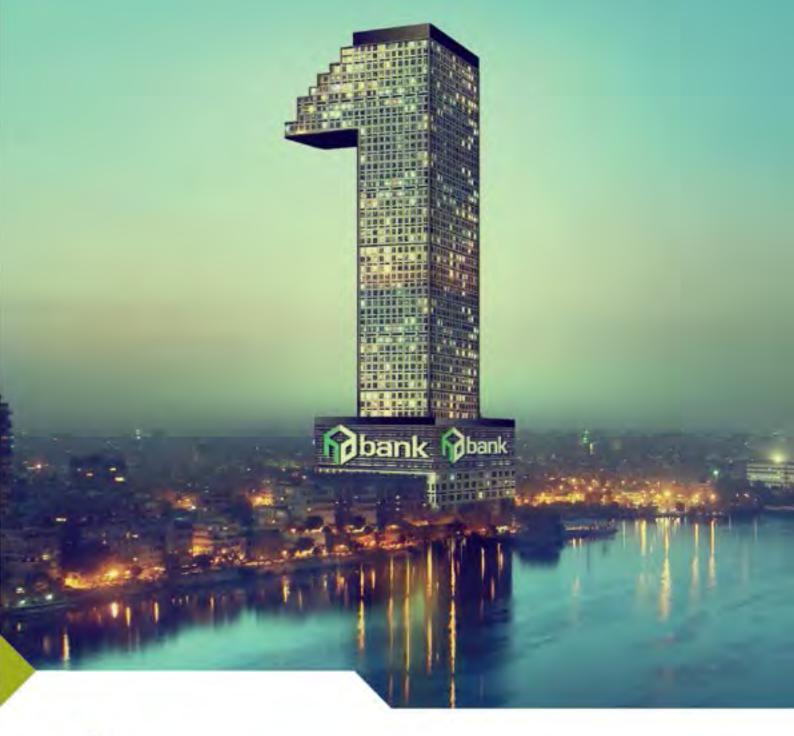
Front, the Kurdish Protection Units, the Badr Organization and the Mukhtar Army—to attack it. These groups should become convinced that ISIS is vulnerable and losing its economic power. In such a situation, ISIS will fight several wars of attrition at multiple fronts.

ISIS leaders correctly realize that the order that has governed the eastern Mediterranean since the end of World War I and the Sykes-Picot Agreement that created its countries, is crumbling. They believe that by leveraging on the political chaos, human disasters, and geo-strategic polarizations rampant across the region, they can establish an alternative order. They will fail. But their attempt could wreck immense havoc on a region already undergoing its most painful transformation in a century.





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CEBC | Canada in the Spotlight



Harper Government Delivers Results for First Nations Students



Contract is awarded for the construction of Fort Severn school

The Honourable Greg Rickford, Minister of Natural Resources and Minister for the Federal Economic Development Initiative for Northern Ontario, on behalf of Bernard Valcourt, Minister of Aboriginal Affairs and Northern Development, today confirmed funding for the new Fort Severn First Nation school. Thanks to the partnership between the Government of Canada and the First Nation, students from Kindergarten to Grade 9 will have access to a new school in the Poplar Hill First Nation, part of a \$44,451,310 design and construction funding project. The First Nation has begun to mobilize materials using the winter road and is expected to begin construction in the spring of 2015. Occupancy of the new school is planned for September 2016. The Government is focused on what matters most to Canadians – growing the economy and helping create jobs. That is why, through our Government's \$53 billion New Building Canada Plan, it continues to invest in new schools, like Fort Severn, and supports the construction of provincial, territorial and municipal infrastructure

Government of Canada to commemorate 70th anniversary of the Liberation of the Netherlands in 2015



Minister of Veterans Affairs invites Canadian Veterans of the Liberation of the Netherlands to take part in commemorative ceremonies The Honourable Erin O'Toole, Minister of Veterans Affairs, today announced plans for an official Government of Canada delegation to travel to the Netherlands in 2015, to mark the 70th anniversary of the Liberation of the Netherlands. The delegation will be comprised of Veterans who served on land, in the air and at sea during the Second World War campaign.

In addition, the Government of Canada is offering financial assistance for any Veteran of the campaign wishing to travel to the Netherlands to attend Government of Canada commemorative events taking place from May 3-9, 2015.

Canada to Host World Top Snowboarders at the FIS World Cup in Quebec



Canada Snowboard receives Government of Canada support to host world-class athletes, including Canadian Olympians, at the 2015 FIS Snowboard World Cup in Québec City and Stoneham

The Honourable Bal Gosal, Minister of State (Sport), announced the Government of Canada has provided \$210,000 to Canada Snowboard, through Sport Canada's Hosting Program, to support the 2015 International Ski Federation (FIS) Snowboard World Cup from February 19 to 22 at Stoneham Mountain Resort in Stoneham, Quebec.

The Honorable Denis Lebel, Minister of Infrastructure, Communities and Intergovernmental Affairs and Minister of the Economic Development Agency of Canada for the Regions of Quebec, also announced a contribution of \$175,000 to support marketing outside Quebec of the 2015 Snowboard Jamboree, one of the scheduled stops on the 2014-2015 FIS Snowboard World Cup calendar



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Website: www.canadaegypt.org





\$15bn infrastructure cost for Suez Canal **Project**

The cost of the Suez Canal Development Project's infrastructure is expected to be \$15bn, operations manager of Dar Al-Handasah Yehia Zaki told Daily News Discussing the capacity, Zaki added that the electricity

Over 3,000 return to Egypt from Libya



240 referred to Minya military courts for attacking churches



The General Prosecution referred 240 defendants to military tribunals over charges of storming a church and the police station in Minya, state media reported.

The incident took place in August 2013 after the violent dispersal of the pro-Morsi sit-ins in Rabaa Al-Adaweya and Al-Nahda Sauares

What followed the dispersals was a series of retaliations that varied from attacks on Coptic Christians, police officers, and unarmed civilians. The majority of attacks on churches took place in Upper Fayot.

The Egyptian Initiative for Personal Rights (EIPR) released a report last year describing the attacks. The report said that "43 churches came under attack. Of these, 27 of were looted and burned almost or entirely to the ground while 13 churches were partially looted and their doors and windows vandalised or destroyed; shots were fired at three churches. The attacks also struck seven schools and six Christian associations, including two medical centres and an orphanage."

Referring citizens to military courts has been a common practice since the 25 January Revolution. It has increased after President Abdel Fattah Al-Sisi issued a decree which expanded the jurisdiction of military courts to include anyone who attacks the state's "vital" facilities.

Among the facilities "protected... against terrorist attacks" by the new law are "stations, power networks and towers, aas and oil fields. rail lines, road networks, bridges", according to the presidential statement.

The decree took effect starting 28 October 2014, and scores of defendants were referred to military courts.

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Services:







#1 Egypt Air

CEBC members (their spouses & children) are offered discounted tickets on all classes.

Members who wish to receive the Egypt Air Plus Mileage Card are welcome to contact Ms. Amira Talaat from CEBC.

#2 Alitalia

CEBC members are offered discounted tickets on some classes to Europe.

Discounts vary from 6% to 10% for some Economy Classes (Y, B, M, H, K, V, T & N) and from 10% to 15% for some Business Classes (C, D & I).

Members who wish to receive the Alitalia discounted tickets are welcome to contact Ms. Martha Youakim at 0120 41 41 430 or 22418490.

#3 Travellers

CEBC members are now entitled to a 20% discount offered by Travellers Egypt in the following hotels:

Queen Beach Resort: Sharm El Sheikh Queen View Resort: Sharm El Sheikh Morgen Land Hotel: Saint Catherine

For any inquiries, kindly contact:

Ms. Hanan Abdo Mostafa

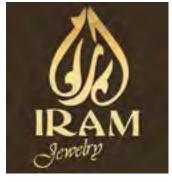
Tel: - 02-27956856 / 02-27945724 (109)

Mob: - 0122710002

Fax: - 02-27962841 / 02-27964104

E-Mail:- Travellersgroup@tedata.net.eg / Hanan_travellers@yahoo.









#4 Mobinil

CEBC members are entitled to special offers from Mobinil on the following devices and buckets:

- **Blackberries**
- iphone
- ipad
- Samsung Galaxy Tab

#5 Iram Jewelry

CEBC members are entitled to a special 45% discount on tag price amount. The discount is neither valid in sales seasons nor on loose diamond stones.

#6 Taki Vita CEBC

members are entitled to 15% discount

at "Taki Vita" showrooms and their agents all around Egypt.

For inquiries, kindly call:

- Mr. Hany Abou El Yossr: 0122 0800019
- · Dr. Osama Sobhy:
- 0122 321 46 02
- Taki Hotline: 19799

#7 Minart Furniture

CEBC members are entitled to 15% discount at "Minart" showroom for fine furniture.

Restaurants:









#1 Cocoon Restaurant & Café

CEBC members are entitled to a special Promotion from Cocoon Restaurant & Café.

Address: 49 Masr Helwan El Zera'ay St., Maadi

#2 Rossini Restaurant

CEBC members are entitled to 15% discount on all "A La Carte" menus and beverages in all "Rossini's Outlets, Restaurants".

Address: 66, Omar Ibn El-Khatab St., Heliopolis. at 0120 41 41 430 or 22418490.

#3 Casseruola, Kook's & Bigg's and Mozzarellina Restaurants:

Invite you to enjoy a 10% reduction on all the tasty "A la carte" food Θ beverages and also on total bill of Outside Catering.

Address: Sun City Shopping Mall 5th Floor – Autostrad Road – Sheraton Bldgs – Heliopolis

Hotels:

CEBC is contracted for special room rates with the following hotels:

















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Taba

Sonesta

Alphabetized by company name



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Mr. Khaled H. El Mahdy

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Ms. Maha Mohamed Salah Eldin

Head of Technical Affairs Sector The Drug Holding Company (Holdipharma)

Members News

THE WAIT IS OVER! UPPER DECK LOUNGE JOINS CAIRO'S SKYLINE AT FOUR SEASONS CAIRO AT NILE PLAZA



High up on the upper edge of Four Seasons Hotel Cairo at Nile Plaza's ravishing rooftop Pool with views of the inland oasis surrounding the pool area, the brand new lounge is dedicated to becoming your home away from home with sets of incredibly cushy, inviting, home like lounges each exhibiting select paintings that are complimented with hand crafted sculptures providing a refined taste of art work that enriches the overall lounge setting and creating a gallery like experience.

Upper Deck Lounge is set with eight homely lounges; each is equipped with state of the art large Television sets that complement the comfortable setting and gives an added entertainment option whilst the handpicked ambient chill out music calm the senses and create a warm ambience.

The menu offers a handpicked selection of International Tapas that fulfill an array of tastes, offering a wide range of appetizing delicacies and a completely revamped Sushi & Sashimi selection, complemented with a mouth watering variety of Desserts for an incomparable gastronomic experience. An array of specially blended cocktails and refreshing mixes, all complimenting the ingenious setting.

With an extraordinary artsy ambience, melody tunes, delectable menu and refreshing cocktails, Upper Deck Lounge offers a relaxing extraordinary experience for a friendly gathering or a business day out.





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Chairman Egyptian Company for Mobile Services (Mobinil) March 14

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Egyptian Company for Mobile Services (Mobinil) March 14

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Attorney at Law and Senior Partner Abdel Motaal, Moharram and Heiza Law Firm March 17

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