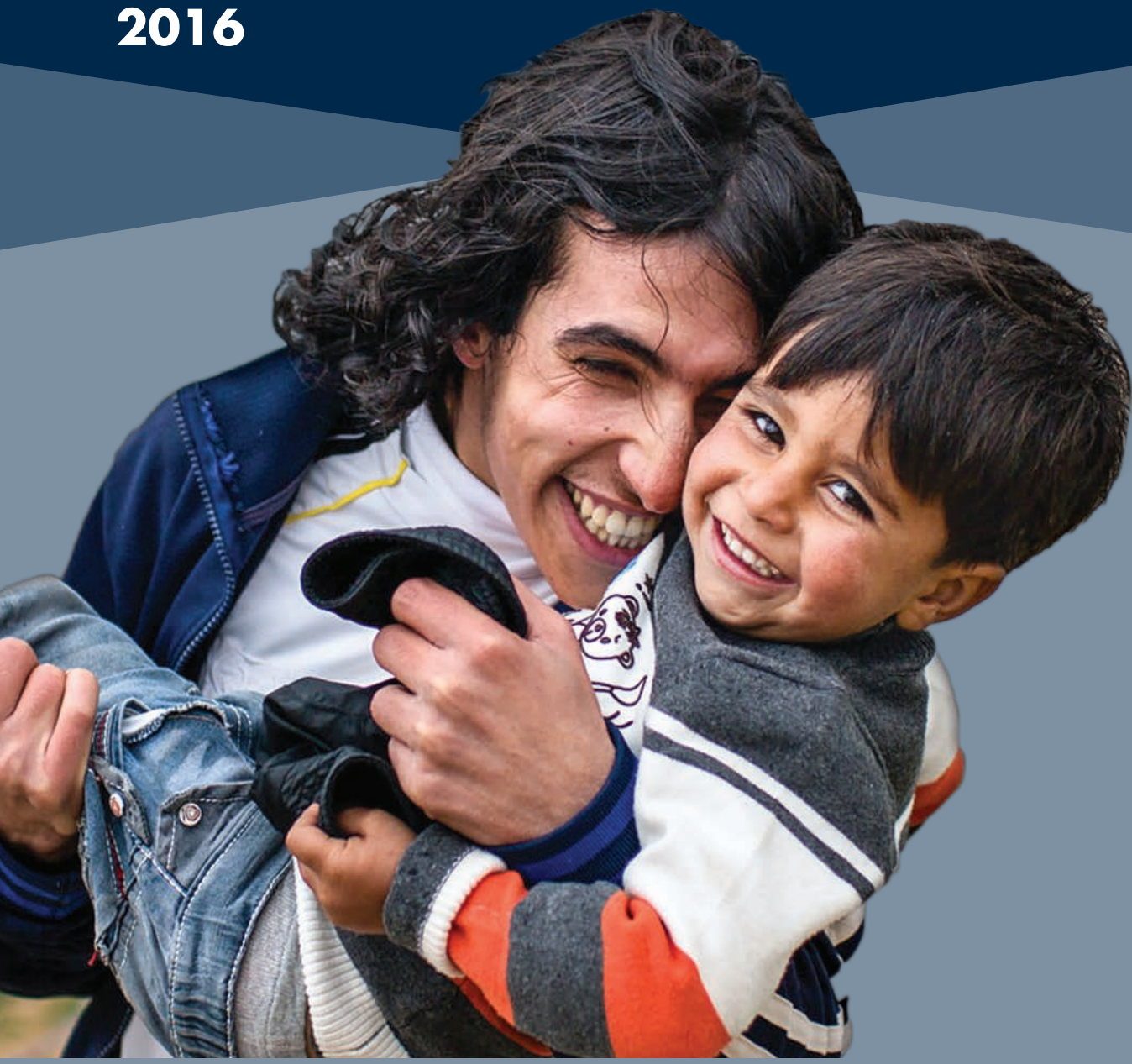




SAT-7 ANNUAL REPORT

2016



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Cover: Two refugee brothers in Lebanon's Bekaa Valley
rejoicing after receiving a satellite dish.

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OUR VISION

To see a growing church in the Middle East and North Africa, confident in Christian faith and witness, serving the community and contributing to the good of society and culture.

OUR MISSION

To provide the churches and Christians of the Middle East and North Africa an opportunity to witness to Jesus Christ through inspirational, informative and educational television services.



Satellite access being offered to families staying in the camp for displaced persons in Atmeh, Syria.

LETTER FROM THE CEO

2016 - A YEAR OF DRAMATIC CHANGE

In 2016, SAT-7 celebrated 20 years of bringing hope and light to the Middle East and North Africa (MENA) through Christian satellite television. We gave thanks to God for His miraculous provision, which has enabled us to overcome the impossible. From humble beginnings, SAT-7 has grown to become the region's largest Christian broadcaster.

But even as we look back, we must also look to the situation facing the Middle East today. 2016 was a year of change and surprises around the world: Brexit, President Trump's election win, the rise of the political right in Europe and of political strongmen in China, the Philippines, Russia, and Turkey. For many, 2016 was not a happy year. But for the MENA, it was a complete disaster.

The region seems to be going backwards in development terms. The Arab World represents only five percent of the world's total population. But in 2014 it was home to 45 percent of global terrorist attacks, 58 percent of the world's refugees, 47 percent of its total internally displaced people (IDP's), and 70 percent of worldwide battle-related deaths. These statistics have dramatically worsened since then, with ongoing conflicts in Libya, Yemen, Iraq, and Syria now affecting 60 million people.

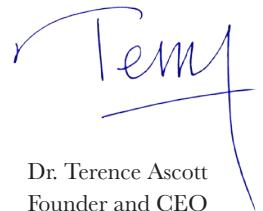
SAT-7 was on hand to respond to many of these special needs in 2016. We provided programming about trauma and helped displaced people with practical tips for living in refugee camps. We have also built up a growing library of educational programs for children who are not in school and who may have no hope of ever going to school.

The UNDP's 2016 Arab Human Development Report cites a survey of over 300,000 people in the Arab World, revealing that the greatest single development priority for those in the Arab World today is a good education. In response to this and other data, SAT-7 has committed to ramping up its supplementary educational programming for the more than 15 million out-of-school children in the region. Our goal for 2017 is to launch SAT-7 ACADEMY – a dedicated channel for this purpose.

In the midst of the turmoil, and with the growing influence of “fake news”, people are hungry for authenticity, for truth, and for messages of hope that they can believe in and trust. Consequently, there has never been a more important time to be a Christian broadcaster and digital media provider in the region than now!



Sincerely,



Dr. Terence Ascott
Founder and CEO
SAT-7 International

SAT-7 2016 OVERVIEW



NEW LEADERSHIP APPOINTMENTS

In 2016, SAT-7's International Council and Executive Board concluded its work on leadership succession planning and, in November, appointed Rita Elmounayer as Deputy CEO - effective 1 January 2017. Rita has the next 12 -18 months to hand over many of her current responsibilities as Chief Channels Officer before taking up the full challenge of this new position.

David Middleton was appointed as Chief Development Officer, a new position which will involve oversight of the Communications Department of SAT-7 as well as improve the coordination between SAT-7 International and SAT-7's Support offices and officers.

David becomes a full member of the Middle East Leadership Team (MELT), which now comprises the CEO, Deputy CEO, Chief Financial Officer, Chief Operations Officer and Chief Development Officer.

SAT-7'S 20-YEAR CELEBRATION

An evening unlike any other in the history of SAT-7 was held 30 May 2016, with an audience of 600 guests and SAT-7 staff gathering at the Anba Rweis Theatre in Cairo's Coptic Orthodox Cathedral. The event was held to celebrate the 20-year anniversary of SAT-7's first Broadcast in 1996. The four-hour event was broadcast live and watched by millions of viewers – many of whom have been impacted by the organisation. The celebration included Presenter Essam Nagy interviewing several long-term employees about their experience with SAT-7 as they witnessed the growth and landmark moments of SAT-7 through the years. Heartfelt speeches were made by Dr Terence Ascott, Founder and CEO of SAT-7 and Rita Elmounayer, Deputy CEO. They spoke of God's grace and faithfulness to the organisation, their vision for the future of SAT-7 and its impact in the Middle East and North Africa, as

Left: Grace El Najjar teaches English on the *My School* program

well as expressed earnest thanks to all the Middle East churches and partners for their support and collaboration over the years.

RECORD-BREAKING ATTENDANCE FOR NETWORK

A record breaking attendance of 350 guests gathered in April for SAT-7's annual conference, Network 2016. The event was held in Nicosia, Cyprus and the special program again celebrated how God has used the organisation's television broadcasts to bring hope and love into the homes of millions across the Middle East and North Africa (MENA) over the past 20 years. International supporters and official Partners, church leaders from various denominations, local VIP's and staff from SAT-7 offices and studios participated.

SAT-7 ACADEMY

A landmark decision was made in 2016, for SAT-7 to launch a new educational channel called SAT-7 ACADEMY. Building on the success of the program "My School", the channel will be launched in mid-2017, to help meet the desperate need for better schooling in the Arab World - especially among the millions of out-of-school children who have been displaced by the current conflicts in the region. SAT-7 ACADEMY will broadcast innovative, holistic programming for children, parents and teachers. The new channel aims to inspire impactful, life-long learning across the Arabic-speaking world. The on-air classes will promote critical and analytical thinking. This new initiative by SAT-7 is focused on helping to build better communities and bring about positive social change in the Middle East and North Africa.

SAT-7 PLUS COMES TO A CLOSE

In 2016 the difficult, but forward-thinking decision to close the SAT-7 PLUS channel was taken by the SAT-7 leadership. The channel had served our viewers well for the last six years, however, viewer habits have changed: in the Middle East & North

Africa almost all viewers now watch on regional satellites (like Nilesat where SAT-7 ARABIC and SAT-7 KIDS are) and Arabic-speaking viewers in Europe can now access SAT-7 programs through our various online and mobile platforms.

By focusing on serving these viewers solely through these platforms we can divert more funding into programming and at the same time, further enhance their experience and interaction with our programs. The channel stopped broadcasting on 1 January 2017.

RESEARCH

Early 2016 SAT-7 contracted a leading market research firm, IPSOS to carry out a survey into SAT-7's viewership in the Middle East and North Africa. The research was carried out in 10 Arab countries and based on interviews with over 27,000 adults. The results are very exciting since they show a combined audience of 21.5 million viewers in the MENA for all SAT-7's Arabic-language channels, meaning that SAT-7's total Arabic speaking audience has grown by over 76 percent since the last research undertaken five years ago.

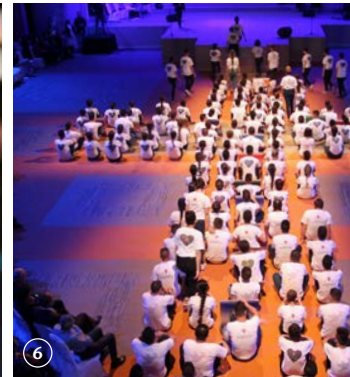
SOCIAL MEDIA STRATEGY

SAT-7 has also launched a new Social Media Strategy. This is specifically designed to help SAT-7 better serve its viewers as well as touch the lives of a new online generation. SAT-7 will engage people online, starting where their area of interest resides. This might be about parenting, marriage, dealing with trauma and so on. As people engage further, each will be given different opportunities to explore the Christian faith in a deeper way. The strategy will enable SAT-7 to manage and measure the performance of specific campaigns or initiatives designed to help viewers and, in this way, be able to refine and improve such initiatives in the future.

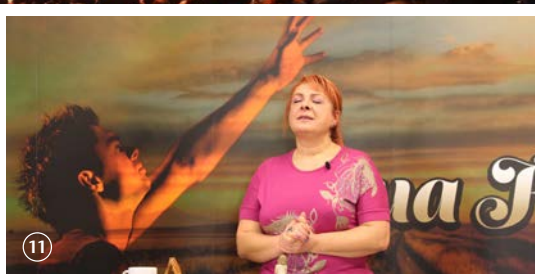
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SAT-7 2016

YEAR IN PICTURES



① Farid Samir, former Executive Director of SAT-7 Egypt, kisses the hand of the mother whose two sons were martyred by Daesh. Mrs Dawood was honored by SAT-7 during SAT-7's 20th anniversary celebration. ② David Middleton, SAT-7's newly appointed Chief Development Officer (CDO) and new member of the Middle East Leadership Team (MELT). ③ Record-breaking attendance at SAT-7's annual conference, NETWORK 2016, held in Nicosia, Cyprus. ④ SAT-7 PARS staff celebrate the first day of live broadcasting at the new studio in Limassol, on the set of *A Girl's World*. ⑤ Newly appointed Deputy CEO Rita Elmounayer receives an award for her 20-year contribution to the organisation at SAT-7's 20-year anniversary celebration. ⑥ SAT-7 went live from the Return Festival in Iraq. SAT-7 is dedicated to supporting all Christian groups and denominations across the Middle East and North Africa.



⑦ Executive Director for SAT-7 Europe, Asia and Pacific, Kurt Johansen shows off SAT-7's new 'How to Watch' cards for distributing to Middle Easterners so they may know how to find SAT-7 on their satellites and online. ⑧ SAT-7's Photographer Christiana Polyviou with refugee children in the Bekaa Valley of Lebanon. ⑨ The Christmas of Peace concert organized by SAT-7 Lebanon took place on 22 December 2016. ⑩ A three-year-old boy from Iraq, looks at video clips on a smartphone held by his older brother. SAT-7 is dedicated to fully utilizing the best online platforms to reach its viewers and meet their needs for spiritual growth and encouragement. ⑪ Presenter Ayda Danacıoğlu addresses viewers' prayer requests on SAT-7 TÜRK's *Prayer Season*. ⑫ SAT-7 studios in Lebanon and London (pictured) receive new and updated equipment in the hopes to eventually move to HD quality production.



SAT-7 CHANNELS STRUCTURE

In 2016 SAT-7 began to restructure and strengthen its leadership in the channels. As Chief Channels Officer (CCO), Rita Elmounayer has the overall responsibility for SAT-7's four channels.

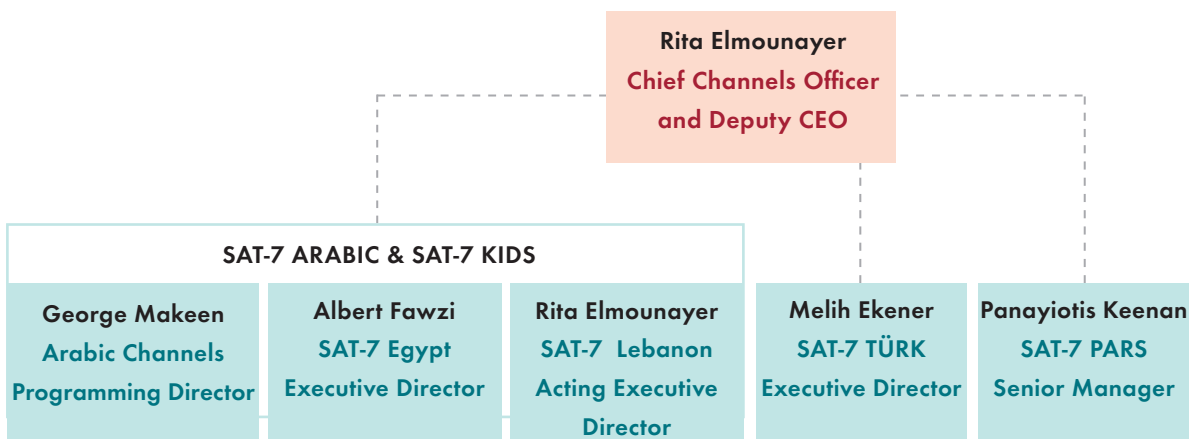
With the upcoming launch of a new channel, SAT-7 ACADEMY, there is a need to reorganise and strengthen the leadership of SAT-7's four existing channels, as well as to recruit for some key positions in the coming year. Rita has a vision to build greater capacity for the Arabic channels by recruiting an Executive Director, with overall responsibility for all three Arabic language channels and the offices in Lebanon and Egypt. Channel managers will also be put in place for SAT-7 ARABIC, SAT-7 KIDS, and SAT-7 ACADEMY.

For SAT-7 PARS, the key positions of Executive Director, Programming Manager, Audience Relations Manager, and Channel Development Officer are now under urgent consideration and will be a priority in 2017 and 2018.

In 2016 we have seen an improvement in the flow of detailed project-management information between SAT-7 TÜRK and the International Office. Because SAT-7 TÜRK's leadership is not based in Cyprus, there is an ongoing need to find better ways to engage with the leadership team to strengthen their communication and collaboration with the other channels' leaders.

SAT-7 is also in need of an Audience Relations Director and an Acquisitions Manager, who would coordinate across all the channels.

SAT-7 CHANNELS CURRENT STRUCTURE (May 2017)



SAT-7 ARABIC CHANNEL UPDATE

SAT-7 ARABIC REACHES NEW RECORDS

Between April and July 2016, SAT-7 carried out research into its Arabic-speaking audience (ARABIC & KIDS) in collaboration with the leading market-research firm IPSOS. The survey was undertaken in 10 Arab countries, using a representative sample of over 27,000 adults. Since similar research was last conducted in 2011 the total Arabic-speaking audience has grown by over 76 percent.

The research shows that viewership in Egypt is especially high for SAT-7, but there are also large numbers of viewers in North Africa, particularly in Algeria and Morocco. Despite the war and turmoil in Syria, or perhaps because of it, there is also a significant number of viewers there. Most surprisingly, SAT-7's Arabic-language channels also have strong viewership numbers in Saudi Arabia.

"It is very encouraging, especially at a time when you would expect people to be preoccupied with hard-news channels due to the ongoing turmoil in the region," says SAT-7's Founder and CEO, Dr Terence Ascott. "Many are emotionally tired and are searching for something to lift their spirits; some positive news; something that can bring them hope."

RESPONDING TO ATTACKS IN CAIRO

One of the most devastating events of 2016 in Egypt was the bombing of St Peter's Coptic Orthodox Church in Cairo on 11 December. 25 believers lost their lives, and over 40 were severely injured whilst attending the service that day.

Among those killed were two family members of a SAT-7 employee. SAT-7 mourned with thousands of Egyptians, from all backgrounds, providing live coverage of the funerals. Several live shows on SAT-7 also covered the aftermath of the event, and issues related to the bombing.

GOODBYE TO FARID SAMIR

After six years of dedicated service, Farid Samir stepped down from his role as Executive Director of SAT-7 Egypt in July 2016. Farid led in pioneering some significant 'firsts' for SAT-7, including producing SAT-7's longest ever and most watched live broadcast, the 12-hour night of prayer on 11/11/11. Farid faithfully guided the ministry through the turbulent 2011 uprising in Egypt and the difficulties following the confiscation of key equipment by the Egyptian Censorship Department in October 2015. In his years, as Executive Director for SAT-7 Egypt, he won the trust and love of his staff. Albert Fawzy has now succeeded Farid in the role of Executive Director.

A CONCERT OF PEACE

22 December 2016 saw the realisation of a new initiative by the SAT-7 Lebanon office, where a wonderful Christmas concert was organised called Christmas of Peace. The Christmas recital consisted of seasonal songs performed by Fayha Choir, with members from different backgrounds and ethnicities, conducted by the Armenian Maestro, Barkev Taslakian. The concert was attended by various VIP guests such as government leaders and representatives, sponsors, and partners. The vision of this initiative was to reinforce unity and peaceful values within Lebanon's many diverse communities over the festive season.

“

This concert took me back to three decades ago, when there was no discrimination and Lebanon was the example of coexistence. A 60-year old guest

The program *Medicine and Life* invites many experts to discuss, explain and advise viewers.



SAT-7 ARABIC PROGRAM NEWS



Presenters discussing on *Needle and New Thread*



On the set of the program *Keep on Singing*

KEEP ON SINGING

In 2016 Producer Andrew Gamal had a new vision for the popular program *We Will Sing*. Now called *Keep on Singing*, the much-loved praise and worship program is being produced in a new, less formal style and setting. The more casual atmosphere gives viewers the sense that they are sitting amongst the singers, taking part in the show. The revamped program also features new bands and musical talent in an effort to introduce viewers to worship music from different churches and engage a younger audience.

NEW LIVE SUNDAY SERVICE

October 2016 saw the start of new live broadcasts of Sunday services from Resurrection Baptist Church in Beirut, Lebanon. The church is located near parts of Beirut that are home to many Syrians and Iraqis who have fled the violence in their countries. Recognising the many and deep needs of their refugee neighbours, Pastor Hikmat Kashouh and his congregation have opened their hearts and doors to them, providing support and prayer. SAT-7's broadcast of these church's services provides a testimony to the Arab world of Christian love in action.

H₂O FOR THIRSTY SOULS

H₂O is an impactful new program in SAT-7 ARABIC's TEACH (Theological Education for Arab Christians at Home) series. Producer John Adley recognises that just as water is essential for physical growth, so theological

teaching is necessary for spiritual growth. The program is based on a theological curriculum with themes such as "Building a Christian family" and "Effective Christian leadership".

RENEWED LIVE WOMEN'S PROGRAM

A new season of the popular women's program previously called *Needle and Thread* began airing in October 2016, with the name *Needle and New Thread*. The show has several new presenters including Riham Jarjour, originally from Syria, but now living in Egypt. Initially, Riham feared that receiving live calls from viewers might lead to political discussions that could cause trouble for her relatives in Syria. Eventually she overcame her fears, and her contribution has enabled the team to offer their viewers a well-rounded perspective. The program inspires women to become more self-aware and live fulfilled, joyful lives.

HOLISTIC PROGRAM FOR REFUGEES

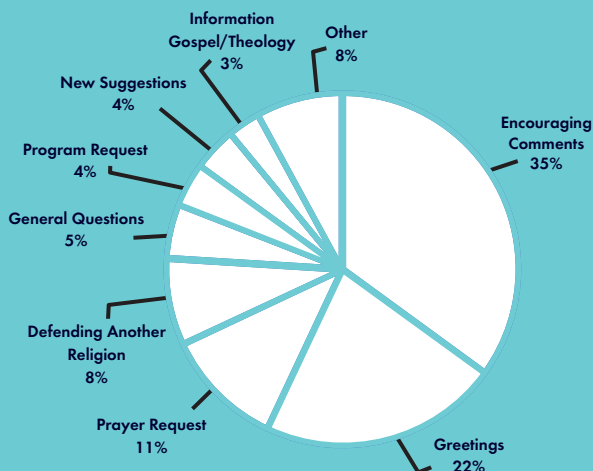
In May 2016, a new weekly program was launched called *Medicine and Life* addressing the physical and psychological needs of refugees and displaced people. It provides expert advice on issues that affect refugees; many are often traumatised by war, unable to access healthcare, and living in conditions that present hygiene challenges. The program demonstrates SAT-7's commitment to holistic programming that ministers to our viewers' needs in all areas of their lives.

AUDIENCE RESPONSES

TOTAL RESPONSES IN 2016

143,102

BY REASON OF CONTACT



“

Truly the work of the Holy Spirit is in your midst; He works through you. I am watching and I am united in prayers with you. What an awesome ministry. I thank God for you and I want to thank you as well.

A woman from Egypt

FACEBOOK VIDEO VIEWS



YOUTUBE VIDEO VIEWS



YOUTUBE MINUTES VIEWED



FACEBOOK REACH



FACEBOOK COMMENTS



FACEBOOK LIKES



FACEBOOK SHARES



In 2016 the reach of SAT-7's posts on Facebook dropped. This was due to a change in Facebook's design to promote more content from friends, and less from organisations. This is a strategy that Facebook has implemented to motivate organisations to pay for advertisement and 'boosting' of their posts. This might necessitate a change in SAT-7's social media strategy in order to reach more people again.

Parastoo Poortaheri shows how to decorate a smartphone cover
on the set of the live program *A Girl's World*, which launched in December 2016.



SAT-7 PARS CHANNEL UPDATE

CELEBRATING 10 YEARS

At the end of 2016, SAT-7 PARS celebrated its 10-year anniversary. The channel began broadcasting 24/7 on its own satellite channel on 18 December 2006, after six years of limited daily broadcasts on SAT-7 ARABIC. Despite its humble beginnings, and different struggles, the channel has continued to grow steadily over the last ten years and today has more than two million viewers.

THE TINY APP WITH A BIG IMPACT

With tight social media restrictions in place in Iran, SAT-7 PARS must continually look for secure and innovative ways to stay in touch with its audience. Telegram is the only un-censorable, legal social media platform in Iran. It has more than 20 million Iranian users. SAT-7 PARS receives hundreds of messages every week from Telegram users, who ask questions and request prayer and help. Telegram also enables SAT-7 PARS to make program clips, segments of the Bible, and other Christian resources available to the Farsi-speaking world through its own channel on the app. Throughout 2016, this social media app has remained an essential tool for providing Persian Christians with a lifeline.

CHANGE OF LEADERSHIP

Executive Director Rev Mansour Khajehpour stepped down from his role in February 2016. Although Rev Khajehpour is no longer with the organisation, he and his family continue to serve and minister to the international Iranian Christian community and are supporting SAT-7 by providing on-screen teaching.

In the absence of a new Executive Director, Production Manager Panayiotis Keenan was appointed as the channel's Senior Manager in July 2016. He now assists SAT-7 Chief Channels

Officer and Deputy CEO Rita Elmounayer, in managing this exciting Farsi-language channel. His extensive experience in television production has been a great asset, helping the channel achieve new levels of quality in its programming output.

“

Today, as well as for the future, we continue to have big dreams and plans, with new live programs for our young audience, more programs for women and youth, and the first Farsi Christian program for young women.

Panayiotis Keenan, Senior Manager of SAT-7 PARS

GREATER FOCUS ON YOUNG PERSIAN VIEWERS

One of SAT-7 PARS' primary strategic goals for 2016 was to produce more quality programs for children and youth. Children between 0-14 make up almost 24 percent of the Iranian population, yet there is a limited number of Christian programs available for this young and receptive audience.

“Today, as well as for the future, we continue to have big dreams and plans,” says Senior Manager Panayiotis Keenan, “with new live programs for our young audiences, more programs for youth, and the first Farsi Christian program for young women.”

SAT-7 PARS PROGRAM NEWS



The making of *Beyond Persecution*

LIVING BEYOND PERSECUTION

In 2016, a production crew travelled through Turkey to film *Beyond Persecution*, a documentary series that investigates the lives of persecuted Iranian Christians now living as refugees. The program explores the struggles, and oppression faced by Farsi-speaking Christians. Recounting their personal stories, they each testify to the Grace of God in their life and trials. Producer Petros Mohseni hopes to return to Turkey in 2017 to reconnect with these Christians and meet more believers from the scattered Persian Church.

NEW, INTERACTIVE LIVE SHOWS

Two exciting new live shows, *Sunlight Moonlight* and *A Girl's World*, began broadcasting in December, from the new studio facility in Limassol, Cyprus. *Sunlight Moonlight* aims to teach children stories from the Bible and Christian values in a fun and engaging way through music, dance, and games. *A Girl's World* provides vital support to girls aged 8-15, presenting a Christian perspective on issues that are relevant to them but are rarely discussed. The new programs replace three much-loved live shows that came to an end this year: *Smile Magazine*, *Smile*, and *Dandelion*.

SMILE PROGRAMS AVAILABLE ONLINE

Although the popular youth programs *Smile Magazine* and *Smile* came to an end in December 2016, episodes and clips from the shows will continue to be available online.



Presenters on the set of *Christian Marriage*

DANDELION WRAPS UP IN ITS SEVENTH YEAR

The live youth show *Dandelion* broadcast its final episode on 28 June 2016. The hour-long weekly show, presented by Nikoo Ordodary, had been on air since 2009. Over the years, the program received lots of positive feedback from its audience, who learned from Nikoo as she led discussions on social issues while looking to the Bible for guidance.

TEACHING PRINCIPLES TO YOUTH

Alongside live shows, SAT-7 PARS's engaging pre-recorded programming remains a valuable resource for teaching positive principles to children of all ages. *Little Painter* offers young children the chance to learn about Jesus' love for them through art. Each episode teaches a different story from the Bible, using painting as an interactive medium. *Stories and Songs* follows a similar format, but using music-making and songs tailored to each episode's story.

TEACHING HEALTHY RELATIONSHIPS

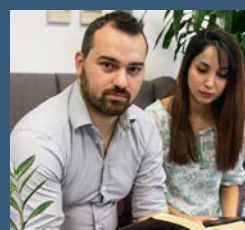
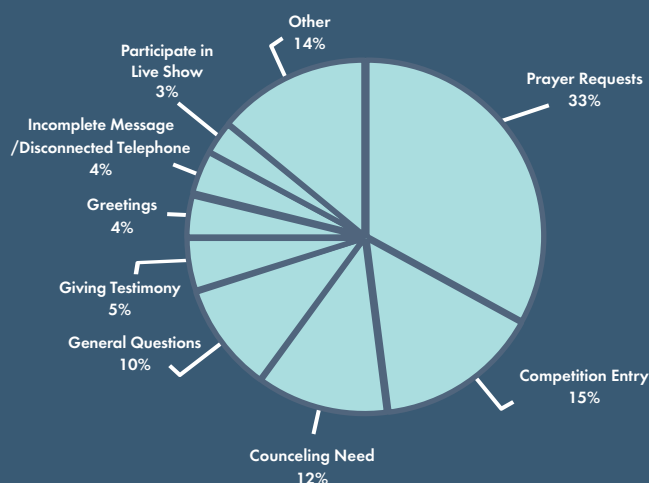
Common attitudes to the rights, value and potential of women severely impact their lives, relationships and marriages. SAT-7 PARS addressed these issues throughout 2016 with programs such as *Christian Marriage*. This show helps viewers gain a better understanding of who they are in Christ and what the Bible teaches about marriage. Both men and women are encouraged to contact the channel, ask questions and receive effective Christian counselling.

AUDIENCE RESPONSES

TOTAL RESPONSES IN 2016

12,946

BY REASON OF CONTACT



“

I thank God for this channel. A window has been opened for us Christians. We have the opportunity to hear the Living Word of God through these programs. Knowing the truth indeed will set us free.

A man from Iran

FACEBOOK VIDEO VIEWS



YOUTUBE VIDEO VIEWS



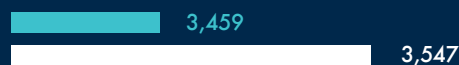
YOUTUBE MINUTES VIEWED



FACEBOOK REACH



FACEBOOK COMMENTS



FACEBOOK LIKES



FACEBOOK SHARES



Despite Facebook's decision to promote more content from friends and less from organisations in order to motivate organisations to pay for advertisement, in 2016 SAT-7 PARS' Facebook pages continued to see an increase in their reach.

SAT-7 TÜRK CHANNEL UPDATE

NEW STAFF ARE AN ANSWER TO PRAYER

There was a great need for more staff at the beginning of 2016. Although the SAT-7 TÜRK office has been gradually expanding, qualified and committed team members remain hard to find. There are few Christians in Turkey and only a small number have the experience and skills required to work for the channel.

The long-awaited arrival in 2016 of a new Finance Manager and several experienced professionals for the Production Department was a great encouragement and a testament to God's faithfulness.

NEW PLATFORM AND AUDIENCE

In August 2016, SAT-7 TÜRK became available to an additional 4-5 million people via a private subscription television service. D-Smart is a digital satellite platform that broadcasts a package of premium channels.

“

It continues to be a miracle that our channel can broadcast. This is an important new step - now we are able to reach and serve even more people in these difficult days for our country. God is working.
Gökhan Talas, Broadcasting Manager of SAT-7 TÜRK

REACHING BEYOND TURKEY

A SAT-7 TÜRK crew visited a congregation of Turkish-speaking Christians in Bulgaria in December 2016, recording their worship and testimonies. A staff member explains “We also want to build relationships with Turkish Christians outside of Turkey.

It is important for us to be the voice of all Christian minorities.” The satellite coverage of SAT-7 TÜRK reaches far beyond the geographical borders of Turkey. Turkish-speaking viewers in Europe and Central Asia can also watch the channel if they have a satellite dish pointed at Türksat, the government-regulated satellite we use. People anywhere in the world can also live-stream SAT-7 TÜRK programs online and view clips on different apps.

CELEBRATING A YEAR ON TÜRKSAT

In January 2016, SAT-7 TÜRK celebrated one year of broadcasting on Türksat. The anniversary received positive media coverage, with the nationwide news network HABER TÜRK running the story in evening news broadcasts on 18 March and also in its newspaper on 21 March.

SAT-7 TÜRK is the first and only Christian channel on Türksat. A SAT-7 TÜRK spokesperson said: “There are no other channels on Türksat that speak of the hope we have. No-one else talks about love and joy. We are an alternative to what others are broadcasting.”

SHINING CHRIST'S LIGHT AMID TURMOIL

In Turkey, 2016 was a year of political upheaval that created great uncertainty for many. Following the failed military coup on 15 July, a state of emergency was declared. 80,000 civil servants, more than 2,000 of them judges or prosecutors, were suspended from their jobs. More than 20,000 people were arrested and over 300 media outlets closed.

However, SAT-7 TÜRK remained on-air, and steadfast in its goal to encourage and strengthen its viewers. One staff member said, “Christianity is not a threat to the country; it has been here for 2,000 years. Our channel's message is one of life and hope for all.”

A crew recording worship and testimonies of a congregation of Turkish-speaking Christians in Bulgaria in December 2016.



SAT-7 TÜRK PROGRAM NEWS



PRODUCING MORE LIVE SHOWS

2016 saw a massive increase in SAT-7 TÜRK's live programming. Live shows provide opportunities for open dialogue with viewers, wherever they are and whatever their needs may be. SAT-7 TÜRK added four new live programs to its weekly schedule in 2016: *Add to My Calendar*, *About Life*, *Prayer Season*, and *Morning Joy*.

Add to My Calendar is a magazine-style program featuring highlights of the cultural and arts calendar in Istanbul, including church events and news. This popular show received many shares and comments from social media users during the year.

About Life is a program that focuses on different biblical topics such as forgiveness, relationships, family, and the relevance of Scripture in day-to-day life. Viewers are invited to call in and ask questions, which are discussed with the guest of the week.

AN ON-SCREEN PRAYER SANCTUARY

Prayer Season began broadcasting three times per week in mid-July. Presenter Ayda Danacıoğlu discusses challenging issues raised by viewers, then encourages and supports the audience through prayer ministry. *Prayer Season* has received many positive phone calls and emails from its audience, who have shared prayer requests as well as words of special thanks for the program.



FIRST CHILDREN'S LIVE SHOW

Morning Joy the first-ever SAT-7 TÜRK children's live program began airing in June and is broadcast for two hours every weekday morning. Presenters Ecem Okcular and Merve Alışır entertain and educate 5 to 12-year-olds through drama, arts, crafts, cartoons, and Bible-teaching segments. They want to ensure that children are on the best path, one that enables them to be fulfilled and joyful. As Merve says, "We want children to be inspired by the love and truth of Jesus."

BREAKING TABOOS

Obstacle Overcomers, which began airing in late 2016, tackles controversial and taboo subjects such as genetic disorders, physical impairments, and mental illness. It aims to challenge stereotypes, and change negative perceptions. Presenter Merve Alışır interviews guests with different disabilities during the 13-episode series, asking them how they "overcome obstacles" in their daily lives. The program has been receiving very positive feedback from viewers.

A PLATFORM FOR WOMEN

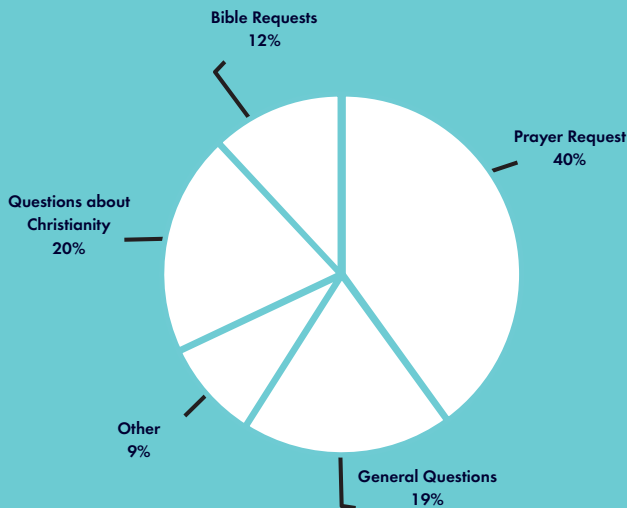
Women in Turkey face discrimination and gender inequality. SAT-7 TÜRK actively tackled these issues throughout 2016, helping women to see themselves through God's eyes. *Being A Woman in Turkey* highlights many of the taboo issues that affect women, while *Pleasant Chat* discusses the lives of women in the Bible, comparing their challenges with those of women today.

AUDIENCE RESPONSES

TOTAL RESPONSES IN 2016

2,143

BY REASON OF CONTACT



“

My friends and I are trying to improve ourselves by watching your programs. Please show us the way, we have no other source. We want to know more about Christianity.

A young woman from Turkey

FACEBOOK VIDEO VIEWS



YOUTUBE VIDEO VIEWS



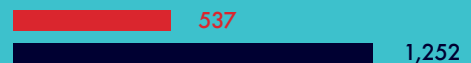
YOUTUBE MINUTES VIEWED



FACEBOOK REACH



FACEBOOK COMMENTS



FACEBOOK LIKES



FACEBOOK SHARES



Despite Facebook's decision to promote more content from friends and less from organisations in order to motivate organisations to pay for advertisement, in 2016 SAT-7 TÜRK' Facebook pages continued to see an increase in their reach.

Rita Elmounayer holding the new storybooks
with two young girls on the set of *Bedtime Stories with Rita*.



SAT-7 KIDS CHANNEL UPDATE

4.6 MILLION CHILDREN WATCHING

A survey undertaken in 2016 for SAT-7's Arabic-language channels revealed that an estimated 4.6 million young viewers watch SAT-7 KIDS across the region, with 80 percent watching daily or at least once a week. It also showed that Egypt is home to the largest number of viewers, accounting for 40 percent of the SAT-7 KIDS total audience, followed by Syria, Sudan, Algeria, and Morocco. SAT-7 KIDS is the first and only Christian channel for children across the Middle East and North Africa.

RITA'S RETURN TO THE SCREEN

After a five-year break, Rita Elmounayer, SAT-7's Chief Channels Officer and Deputy CEO, returned to the small screen in November with a new series of *Bedtime Stories with Rita*. Thirteen new storybooks were written for the show, which was produced over the summer. The new storybooks, were printed and sent out to viewers who called in to the channel. The stories teach Christian values such as honesty and kindness to others. Rita believes that some of these children will grow up to become leaders in their respective societies and that the important moral and spiritual lessons which they have learnt from watching SAT-7 KIDS will equip them to bring positive change in their countries.

SHOWING REFUGEE KIDS THEY ARE LOVED

Two episodes of the SAT-7 KIDS program *Let's Sing Together* featured, as special guests, a group of Syrian children from refugee camps in Lebanon. The children were invited to the Lebanon studios to sing and be interviewed about their experiences of war, and how they came to know Jesus. Presenter Marianne Awaraji says, "It is important for the refugee kids to know that Jesus loves them the way they are, in the midst of all the social challenges they may be facing." *Let's Sing Together* seeks to respond

to children's needs while providing them with therapeutic food for thought and discussion. For example, educational clips produced in 2016 taught children about the uses and history of music. "It is important to give children something to think about other than their current problems," says Marianne. "Otherwise, their minds and thoughts will be filled with other potentially harmful ideas."

“

It is important to give children something to think about other than their current problems. Otherwise, their minds and thoughts will be filled with other potentially harmful ideas.

Marianne Awaraji, Presenter of *Let's Sing Together*

VISITS TO THE CHILDREN'S CANCER HOSPITAL

Mounir Zakhary, known by his role in the popular program *Uncle Mounir's Scribbles*, visited the Children's Cancer Hospital in Cairo to bring hope and encouragement to the young patients. Mounir drew caricatures of the children and staff and a live band, accompanied by a SAT-7 film crew, played for them. SAT-7 KIDS was also invited to a celebration organised by the hospital for Childhood Cancer Awareness Month. Around 300 children came to the event with their families. The youngsters sang, read poetry, and shared their testimonies of healing to spread a message of hope to the other children still receiving treatment. The visits were broadcast on the SAT-7 KIDS program *Assanabel News*.

SAT-7 KIDS PROGRAM NEWS



The English-language teacher on the set of *My School*

BIBLE CHAMPIONS KICKS OFF

In late 2016, the SAT-7 KIDS team came up with a new and original concept for teaching Bible stories to children. Using a virtual football stadium as a set, *Bible Champions* discusses biblical events in a creative way. The “footballers” are characters from the Bible, who compete in a contest between good and evil while the presenters act as commentators. The matches highlight specific encounters from the Bible, teaching children important lessons.

RESPONDING TO EDUCATIONAL NEEDS

Production began for Phase two of *My School* between January and October 2016. The new season covered the Grade One curriculum through 180 episodes, each 90 minutes long and featuring the core subjects of mathematics, science, Arabic, and English.

Phase three began in June covering Grade Two, with a new approach that appeals to older children. Four new educational segments were developed to be used as breaks during the programs: a drawing segment called *I Can Draw*; a lifestyle segment entitled *Nour's Diary*; a therapeutic storytelling segment called *My Story*; and *Oops*, an entertaining science experiment segment.

Since its launch on SAT-7 KIDS in March 2015, *My School* has been helping to meet the educational needs of displaced and underprivileged children.



Filming the new praise and worship program *Praise Factory*

In 2016, Phases one and two of this educational program were watched by a staggering 1.3 million children.

CHILDREN WORSHIP IN PRAISE FACTORY

An innovative new praise and worship program called *Praise Factory* began airing in late 2016. The new show includes drama and worship music segments, employing the use of industrial props and uniforms. While teaching children new uplifting songs, the program helps them understand that they can praise God wherever they are.

CHILDREN ASK DEEP QUESTIONS

Season seven of the live show *Why is That?* began airing in April 2016, and saw more mature questions being asked by the show's young viewers. The popular SAT-7 KIDS program encourages curious youngsters to call in and ask questions about any subject, from everyday life and the world around them to God and the Bible. During this season, children affected by the war and turmoil around them asked questions including “Why has God left us?” and “Why doesn't God help us?” Presenter Essam Nagy explains, “Before the ‘Arab Spring’ in 2011, we were asked questions like ‘Why is the sky blue?’ The children are now asking completely different questions.” In response to this, throughout April the program covered the topic of prayer, teaching children to talk with God and to hear His voice.

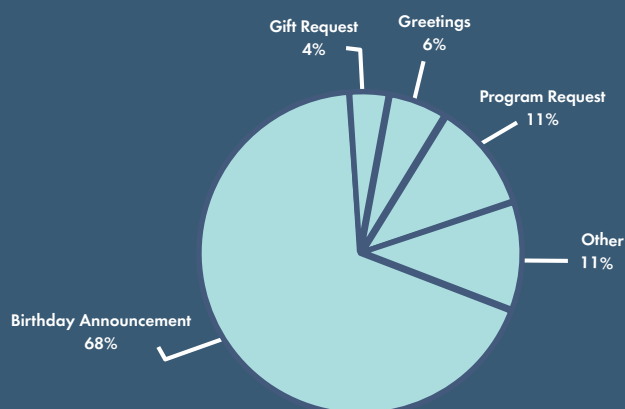
25

AUDIENCE RESPONSES

TOTAL RESPONSES IN 2016

21,943

BY REASON OF CONTACT



“

I love your channel and especially Rita because she was the one I watched when I was a child. I took part in the SAT-7 drawing competitions before SAT-7 KIDS was created. I want my daughter to do the same now.

A mother from Egypt

FACEBOOK VIDEO VIEWS



YOUTUBE VIDEO VIEWS



YOUTUBE MINUTES VIEWED



FACEBOOK REACH



FACEBOOK COMMENTS



FACEBOOK LIKES



FACEBOOK SHARES



In 2016 the reach of SAT-7's posts on Facebook dropped. This was due to a change in Facebook's design to promote more content from friends, and less from organisations. This is a strategy that Facebook has implemented to motivate organisations to pay for advertisement and 'boosting' of their posts. This might necessitate a change in SAT-7's social media strategy in order to reach more people again.

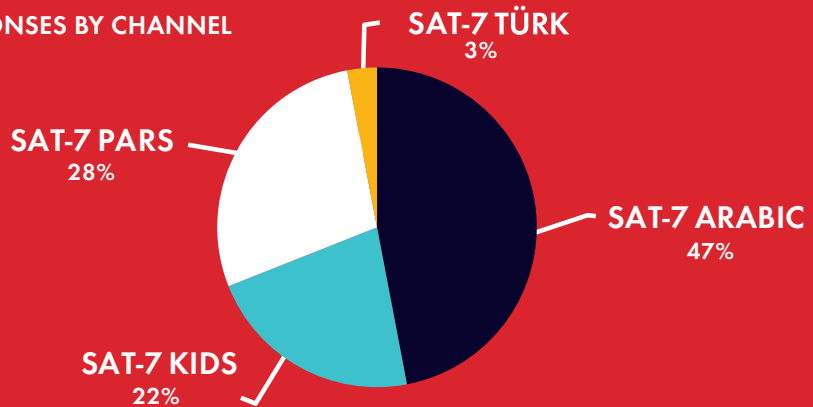
26

TOTAL AUDIENCE RESPONSES

TOTAL RESPONSES IN 2016

180,143

TOTAL RESPONSES BY CHANNEL



TOTAL FACEBOOK VIDEO VIEWS



TOTAL YOUTUBE VIDEO VIEWS



TOTAL YOUTUBE MINUTES VIEWED



TOTAL FACEBOOK REACH



TOTAL FACEBOOK COMMENTS



TOTAL FACEBOOK LIKES



TOTAL FACEBOOK SHARES



In 2016 the reach of SAT-7's posts on Facebook dropped. This was due to a change in Facebook's design to promote more content from friends, and less from organisations. This is a strategy that Facebook has implemented to motivate organisations to pay for advertisement and 'boosting' of their posts. This might necessitate a change in SAT-7's social media strategy in order to reach more people again.

AUDIENCE RELATIONS IN 2016

In 2016, SAT-7's Arabic-language channels attracted a combined audience of almost 21.5 million viewers in the Middle East and North Africa (MENA).

A viewer survey in the year, carried out in ten Arab countries, shows that the number of people watching SAT-7 has continued to rise. Since similar research was last conducted in 2011, SAT-7's total Arabic-speaking audience has grown by over 76 percent.

SAT-7 ARABIC has an estimated viewership of 16.8 million adults in the MENA every year. In the same time period, SAT-7 KIDS is watched by an estimated 4.6 million children across the region.

SAT-7's Operations Department aims to undertake a viewer survey in Iran and Turkey during 2017-2018 for the SAT-7 PARS and SAT-7 TÜRK channels.

IMPRESSIVE NUMBERS

The 2016 statistics for audience responses on social media are also impressive, with SAT-7's Facebook pages alone managing to reach **103 million** people, attracting **3.5 million** likes and around **150,000** comments.

SAT-7's Audience Relations Department interacts with viewers in the MENA region and also in European and other Western countries. Each of our channels has a viewer support team that stands by to receive phone calls, emails, and social media messages. The teams listen to, counsel, and pray with viewers who contact them.

A VARIETY OF REQUESTS

Our partner-operated counseling centres in the MENA and Europe received approximately 6,000 calls and thousands of text messages in 2016. The calls and messages we receive come from viewers from all backgrounds and walks of life. Some are in need

of counselling, prayer, or guidance to help them mature spiritually, while others want to share their testimonies or thank SAT-7 for being a platform that nourishes and strengthens their Christian faith.

The specific reasons for calls vary from one region to another. Calls from Egypt are often related to marital problems such as divorce, domestic violence, infidelity, or financial problems. Viewers from war-torn Syria are frequently asking us for practical or financial help. Most callers from Algeria and Morocco ask for spiritual guidance or counselling, or request to receive a Bible. We also receive many testimonies showing how local Christians are impacting and transforming people's lives.

“

**Tonight I watched your
program by accident.
How can I open my heart
to Jesus and talk to Him?
Please email me back
and guide me in the
right direction.**

A male viewer from Iran

SAT-7 PARS receives calls regarding topics such as drug abuse, marriage counselling and general guidance to grow in faith. SAT-7 TÜRK's Audience Relations Department mostly receives calls from viewers expressing their gratitude for the channel and asking to connect with other believers.

STUDIO UPDATES



A team from the Egypt office inside the new OB van

CAIRO, EGYPT

On 28 January 2016, production equipment confiscated from SAT-7 by Egypt's censorship police was returned, without damage, after more than three months of legal uncertainties. The equipment, including cameras and computers used for editing, had been seized from the Cairo office in October 2015. In 2016, we also celebrated the completion of a long-awaited new OB (Outside Broadcast) van, which functions as a mobile production control room and enables SAT-7 to cover events all over Egypt.

ISTANBUL, TURKEY

The SAT-7 TÜRK office unfortunately suffered flood damage in 2016. On the morning of 3 October water pipes belonging to a neighbouring property had leaked causing damage to some of the equipment and the channel's archive and hard drives. The team worked diligently to repair the damage and tried to save as much equipment as possible. Thanks to the video footage and photos that were taken, SAT-7 was able to make an insurance claim for the damage.

LIMASSOL, CYPRUS

For many years, the SAT-7 PARS team had been working from a converted villa, which was creatively transformed into a studio to produce a variety of programs. The team searched and prayed for a larger, more suitable production facility. A new SAT-7 PARS studio in Limassol,



Sunlight Moonlight, a new interactive program filmed in Limassol

Cyprus was finally realised in 2016 with 600 square metres of space, built-in office areas, and some brand-new equipment. The new studio is a testament to God's provision and blessing. On 23 December 2016, the first live production was broadcast from the new facility, marking the beginning of a new era for SAT-7 PARS.

BEIRUT, LEBANON

Four high-definition (HD) cameras were purchased for the Lebanon studios in early 2016 and were first used for a special Easter production. The team hopes eventually to make a full move to HD-quality production, upgrading other studio equipment. Seven new editing systems have also been acquired and the computer systems have been updated.

LONDON, UK

A brand-new set has been created for the SAT-7 PARS London studio, one which can be adjusted and customised to accommodate a variety of distinctive shows. The team has also purchased new equipment including additional lighting, a 74-inch television screen, and a camera jib for wide and moving shots. The control room switcher has also been upgraded and can now record in HD resolution, so that SAT-7's programs will be 4K-ready in the future.

SAT-7 STAFF

DURING 2016:

55%

45%

43 NEW STAFF

19 LEFT



The SAT-7 family grew in 2016. We now have 209 staff members, working in eleven different locations, and made up of both those who are employed and those seconded from partner organisations.

SAT-7 currently employs staff from 28 different countries: Albania, Australia, Brazil, Bulgaria, Canada, Cyprus, Denmark, Egypt, Finland, France, Germany, Greece, Iran, Iraq, Jordan, Lebanon, the Netherlands, Norway, Palestine, Romania, South Africa, Sweden, Syria, Tunisia, Turkey, Ukraine, UK and USA.

Additionally, SAT-7 also employs the expertise of many freelancers, who join forces with the permanent staff to create, present, and broadcast

Christian programming watched by millions of viewers across the Middle East and North Africa.

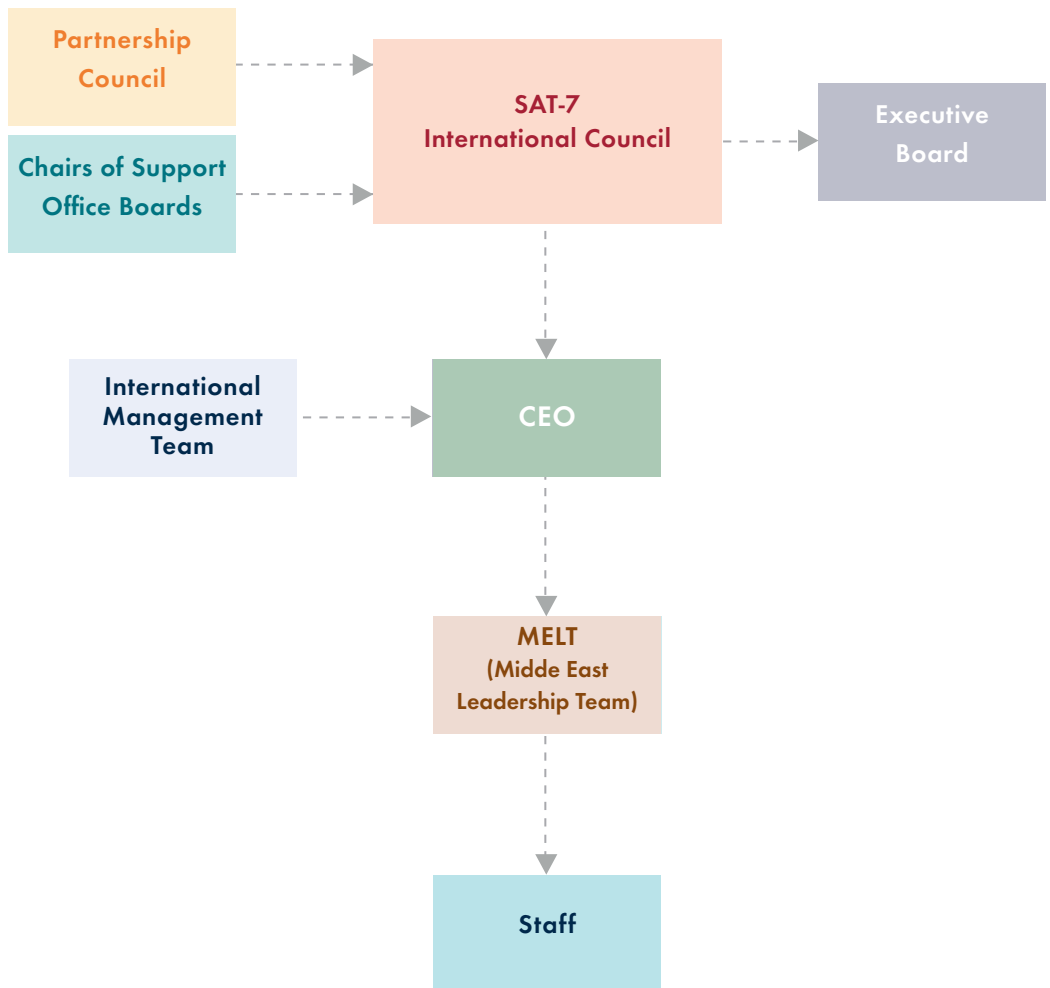
SAT-7's ministry has also been greatly helped by several interns and volunteers in 2016, who have given of their time, knowledge, and experience on both a short-term and a long-term basis.

SAT-7's Human Resources Department arranged various innovative events and training to help develop and resource our staff. For example, between July and September, all International Office staff took part in Personal Effectiveness training, whilst in November, the Egypt Office staff participated in a General Health and First-Aid workshop.



Egypt office staff gather for a group photo during the launch and training of the new intranet system ONE SAT-7

SAT-7 CONSTITUTIONAL STRUCTURE

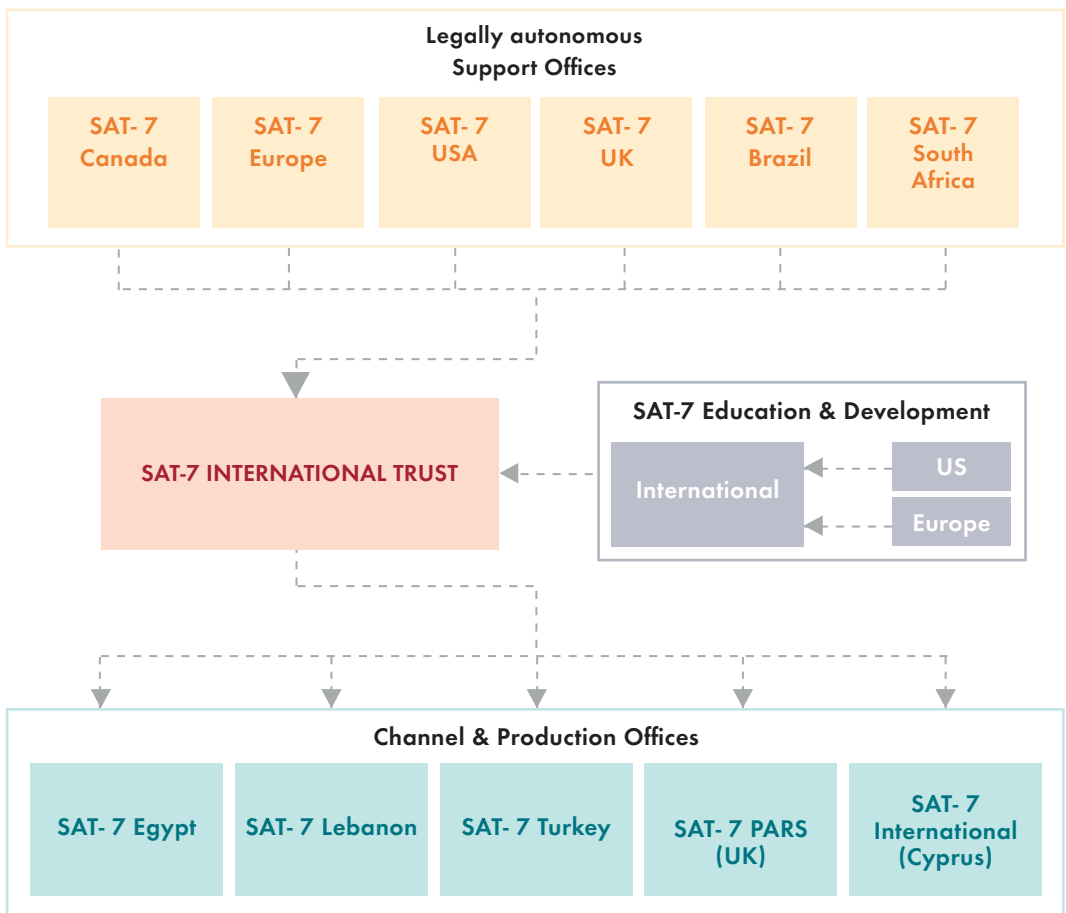


SAT-7

INTERNATIONAL STRUCTURE

The International Structure of SAT-7 has evolved in 2016, as new initiatives and projects have called for additional entities to be created. The new channel, SAT-7 ACADEMY, has inspired a whole new project: SAT-7 EDUCATION & DEVELOPMENT. This venture entails new legal entities and a new financial structure, and is supported by the Supporter Offices and Partners.

A new entity has also been launched this year in Brazil. These entities are still in their infancy and require guidance with new financial policies and procedures. Some of these start-ups are legally independent but still require the support of the whole SAT-7 family.



SAT-7 INTERNATIONAL COUNCIL

The SAT-7 International Council is the highest authority within the family of SAT-7 legal entities.



Cyprus, March 2016

- ① **Rita Elmounayer**
SAT-7 Chief Channels Officer
and Deputy CEO
- ② **Rev. Dr Safwat El Baiady**
(SAT-7 International Council Vice
Chairman) Retiring President
of the Protestant Churches in
Egypt and the General Secretary
of the Synod of the Nile
- ③ **Archbishop Sebouh Sarkissian**
Armenian Orthodox Archbishop
of Tehran, Iran
- ④ **Archbishop Paul Sayah**
Vicar General to the Maronite
Patriarch in Lebanon
- ⑤ **Archbishop Avak Asadourian**
General Secretary, Council of
Christian Church Leaders in Iraq
- ⑥ **His Grace Bishop Marcos**
Coptic Orthodox Bishop for the
Diocese of Shoubra El Kheima
in Cairo, Egypt
- ⑦ **Rev. Dr Habib Badr**
(SAT-7 International Council
Chairman) Senior Pastor, National
Evangelical Church of Beirut, Lebanon
- ⑧ **Makram Barsoum**
Acting Chair, SAT-7 Canada
- ⑨ **Roy Kemp**
(SAT-7 International Council
Treasurer) Chair, SAT-7 Trust in UK
- ⑩ **Irén Frändå**
SAT-7 Chief Financial Officer
(CFO)
- ⑪ **Fr. Dr Michel Jalakh**
General Secretary of the
Middle East Council of
Churches (MECC)
- ⑫ **Tamar Karasu**
Executive Secretary, The Bible
Society of Turkey, Chairman of
SAT-7 TÜRK Board
- ⑬ **Dr Terence Ascott**
SAT-7 Founder and CEO
- ⑭ **Rev. Timo Reuhkala**
Representing, SAT-7 Europe
Board



- ⑮ **Melih Ekener**
Executive Director for SAT-7
TÜRK
- ⑮ **David Ezzine**
SAT-7 Partners' Representative
- ⑮ **John Sharp**
Alternate for Mr Pete B.
Schulz, representing Chair of
SAT-7 USA Board
- ⑮ **Rev. Ashton T. Stewart**
Chair, SAT-7 PARS Board
- ⑮ **Dr Merhdad Fatehi**
Founder and Executive
Director, Pars Theological
College, UK

- ⑮ **Billy Hellmark**
Chair, SAT-7 Partnership Council
- ⑮ **Dr Mike Bassous**
General Secretary, The Lebanese
Bible Society (Representing the
United Bible Societies)
- ⑮ **David Middleton**
SAT-7 Chief Development
Officer (CDO)
- ⑮ **Peter B. Schulze**
Chair, SAT-7 USA Board
- ⑮ **Venerable Canon Bill
Schwartz, OBE**
The Anglican Diocese of
Cyprus and the Gulf

NOT PICTURED:

- "Dr Moez"**
Professor of Philosophy, Church Pastor in
a North African country
- Metropolitan Gregorios Yohanna Ibrahim**
Metropolitan of Aleppo, Syrian Orthodox
Church (Abducted in Syria, 2013)
- Åslaug Ihle Thingnæs**
SAT-7 Partners' Representative
- "Brother Ziya"**
(SAT-7 International Council Secretary)
Turkish academic and writer
- Andrew Hart**
SAT-7 Chief Operations Officer (COO)
- Hany Boghossian**
Chair, SAT-7 Canada (2017)
- Rudy Zimmer**
Chair, SAT-7 Brazil

SAT-7

PARTNERS



- ① Martin Birkedal, Norea Mediemisjon (Norway) ② Elin Alm, Saron Church (Sweden) ③ Erik Johansson, Swedish Evangelical Mission (Sweden) ④ Helen Richard, Saron Church (Sweden) ⑤ Charles Jones, ABC American Baptist Church (USA) ⑥ David Ezzine, Messengers (Finland) ⑦ Francis Hussion, Life Agape (France) ⑧ Aaslaug Ihle Thingnaes, Norwegian Mission Society (Norway) ⑨ Irma Janzon, Interact (Sweden) ⑩ Janetta Vettenranta, Finnish Evangelical Lutheran Mission (Finland) ⑪ Billy Hellmark, InterAct (Sweden) ⑫ Elle Kristiansson, Swedish Evangelical Mission (Sweden) ⑬ Dr Terence Ascott, SAT-7 Founder and CEO ⑭ Axel Schmidt, Mission Afrika (Denmark) ⑮ Jens Henrik Kristiansen, Mission Afrika (Denmark) ⑯ Jesper Noer, Norea Radio (Denmark) ⑰ Pirjo Immonen-Raiha, Messengers (Finland) ⑱ Anne Tuovinen, Finnish Lutheran Mission ⑲ Timo Reuhkala, Messengers (Finland) ⑳ Anna Claesson, Swedish Evangelical Mission (Sweden) ㉑ Anders Bjørnkjær-Nielsen, Mission Afrika (Denmark) ㉒ Per Birkeli, Norea Mediemisjon (Norway)

OFFICIAL PARTNER ORGANISATIONS

SAT-7's official Partners include churches, organisations, and individuals who agree with the ministry's mission, vision, and principles. The Partners meet annually at SAT-7's NETWORK conference to review SAT-7's

reports and future plans, review budgets, and elect voting representatives to the International Council. If you would like to receive more information about becoming a SAT-7 Partner, please contact us at: mail@sat7.org

OFFICIAL PARTNER LIST

- The Bible Society of Egypt
(representing the United Bible Societies)
- Crossing Community Church, USA
- Danish European Mission
- The Danish Bible Society
- Finnish Evangelical Lutheran Mission (FELM)
- Finnish Lutheran Mission (FLM), Finland
- Hilfsaktion Maertyrerkirche, Germany
- IBRA Media, Sweden
- Icelandic Lutheran Mission
- InterAct, Sweden
- Kasr El Dobara Evangelical Church, Egypt
- Life Agape International, France
- Messengers, Finland
- Mission Afrika, Denmark
- National Evangelical Church in Kuwait,
Common Council
- Norea Mediemisjon, Norway
- Norea Radio, Denmark
- Normisjon, Norway
- Norwegian Mission Society (NMS)
- Paul Mission International, Korea
- SAAWE, South Africa
- Swedish Evangelical Mission (SEM/EFS)
- Trail Christian Fellowship, USA

INTERNATIONAL MANAGEMENT TEAM



Beirut, March 2017

① **David Middleton**
SAT-7 Chief Developments
Officer (CDO)

② **Andrew Hart**
SAT-7 Chief Operations
Officer (COO)

③ **Irén Frändå**
SAT-7 Chief Financial Officer (CFO)

④ **Dr Terence Ascott**
SAT-7 Founder and CEO

⑤ **Rita Elmounayer**
SAT-7 Chief Channels Officer
and Deputy CEO

⑥ **Mette Swartz**
SAT-7 Communications Director

⑦ **Fadi Sharaiha**
Executive Director, SAT-7 Canada

⑧ **Kurt Johansen**
Executive Director, SAT-7
Europe, Asia and Pacific

⑨ **George Makeen**
Programming Director,
SAT-7 Arabic Channels

⑩ **Rex M. Rogers**
Executive Director, SAT-7 USA

⑪ **Lars-Göran Gustafsson**
SAT-7 Brazil facilitator

⑫ **Melih Ekener**
Executive Director, SAT-7 TÜRK

⑬ **Albert Fawzi**
Executive Director, SAT-7 Egypt

⑭ **Maroun Bou Rached**
Executive Director, SAT-7 Lebanon

⑮ **Panayiotis Keenan**
Senior Manager,
SAT-7 PARS

⑯ **Antonie Francois Botha**
Project Leader,
SAT-7 South Africa

⑰ **Rachel Fadipe**
Executive Director,
SAT-7 UK

SAT-7

INTERNATIONAL OFFICE

MELT (MIDDLE EAST LEADERSHIP TEAM)

The number of SAT-7 MELT members has increased, with the team's newest member, Chief Development Officer David Middleton, added in January 2017. The MELT members meet regularly to discuss the operations, finances, and development of all the channels and offices and to strategize for upcoming projects and ventures.



Dr Terence Ascott
SAT-7 Founder
and CEO



Rita Elmounayer
Chief Channels
Officer and
Deputy CEO

Working with
SAT-7
since 1996



Andrew Hart
Chief
Operations
Officer

Working with
SAT-7
since 2010



David Middleton
Chief
Development
Officer

Working with
SAT-7
since 2010



Irén Frändå
Chief
Financial
Officer

Working with
SAT-7
since 2014

INTERNATIONAL OFFICE

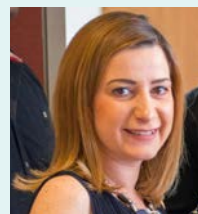
The International Office in Cyprus houses the main departments involved in the management and development of the various channels of SAT-7, as well as support services.

OPERATIONS/IT/BROADCASTING

The Operations Department at SAT-7, run by the Chief Operations Officer (COO), Andrew Hart, has three major responsibilities: firstly to oversee all of SAT-7's broadcasting, secondly to manage all of its IT systems and assets, and finally to provide staff with the data and reports they need to understand their performance. In 2016 the department implemented a range of new IT systems for SAT-7, including major improvements in Broadcasting and Audience Relations systems. The team also rolled out a new Intranet. By bringing continuous investment to these systems, the department ensures that SAT-7's evolving needs are met and facilitates SAT-7's objectives. There were also improvements in the quality of reports that the Operations Department receives from the systems and on conducting audience research, which help the organisation to understand its performance and to make good management decisions based on real data.

HUMAN RESOURCES DEPARTMENT

SAT-7's Human Resources (HR) Department is responsible for recruiting, developing, and retaining a high-performing and diverse workforce. It aims to promote a healthy, safe, and productive work environment for staff members that contributes to the success of the organisation. Currently, the HR department does not have a Director. The responsibilities of guiding and managing the overall provision of HR services, policies, and programs throughout the SAT-7 offices are coordinated by the HR Manager, Sophia Evangelou, and responsibilities are divided between the various HR Managers/Coordinators and Assistants in the different locations.

**DEVELOPMENT DEPARTMENT**

The Development Department, headed by the Chief Development Officer (CDO), David Middleton, is responsible for coordinating, monitoring, and implementing short-term and long-term development plans and for ensuring that all fundraising practices are in line with SAT-7's ethos and policies. The department is involved in the strategic planning process and in assessing the feasibility of attaining specific funding goals. The department also facilitates collaboration and teamwork in development across SAT-7, for example by running global fundraising campaigns working closely with the Communications Department and Project Management Team.

**COMMUNICATIONS DEPARTMENT**

The Communications Department of SAT-7 is run by Communications Director Mette Swartz and aims to build a bridge between SAT-7's four channels and its donors, Partners, and support offices as well as the press. The department's daily tasks are to write articles and press releases, update the website, produce magazines, brochures, video clips, social media posts and marketing strategies for new and upcoming projects of the organisation. The department's objective is to create maximum awareness, so that the world will know about SAT-7, and to encourage support for SAT-7's work through prayer and donations.

FINANCE DEPARTMENT

The Finance Department, headed by the Chief Financial Officer (CFO), Irén Frändå, oversees and coordinates the legal and financial affairs of what will soon be 18 legal entities, in 12 different countries. The responsibilities of the Finance Department include planning, organising, auditing, accounting for, and controlling of SAT-7's finances. These responsibilities range from the preparation and execution of payroll and updating the accounting records, to the provision of high-quality financial reporting services for donor-funded projects. The team is also responsible to develop and ensure compliance with business policies and procedures. The Chief Financial Officer has administrative (line-management) responsibility for staff in the International Office, covering the Finance, Legal, Office Services, and Project Management teams. She has functional supervision of Finance staff at other locations.

PROJECTS MANAGEMENT TEAM

The Projects Management Team (PMT) is comprised of a group of employees with a solid background in the management of large-scale international projects. The Manager, Nicoletta Michael, coordinates the activities of the team. The primary objective of the PMT is to monitor and guide all SAT-7 projects helping them achieve their goals and objectives. The primary constraints are scope, time, quality, and budget for all projects. A secondary challenge is to optimise the allocation of necessary inputs and integrate them to meet predefined objectives. In addition, the Projects Management Team is assisting in relationships with NGOs and partners especially in the field of Education and Development.



SAT-7

INCOME AND EXPENSES FOR 2016

SAT-7 will soon be operating a total of 18 legal entities in 12 different countries. SAT-7's income growth slowed down in 2016; however, our ambitions and the scope of our operations have not. Across the organisation, we must challenge ourselves and our departments to be even more efficient in order to see these ambitions realised.

2016 FINANCES OVERVIEW

Our combined global income for 2016 was about USD 15.0 million, and exclusive gifts-in-kind of about USD 1.0 million – half of which was restricted for specific projects or equipment. This was approximately 8 percent below the 2016 budgeted income (USD 16.3 million) and 12 percent below the actual income in 2015 (USD 17.1 million).

SAT-7's 2016 expenditures totalled USD 15.1 million, plus another USD 1.1 million that was invested in fixed assets. This expenditure was 1 percent below the 2016 budget (USD 16.3 million) and 3 percent above the total expenditure in 2015 (USD 15.8 million).

The rise in the value of the US Dollar (USD) had a material impact on the 2016 accounts, reducing the apparent value of income received in GBP and EUR and allowing more to be done with the USD income in countries like Egypt, Turkey, and Cyprus. Overall, the strong USD helped SAT-7 get through what otherwise would have been a very challenging year.

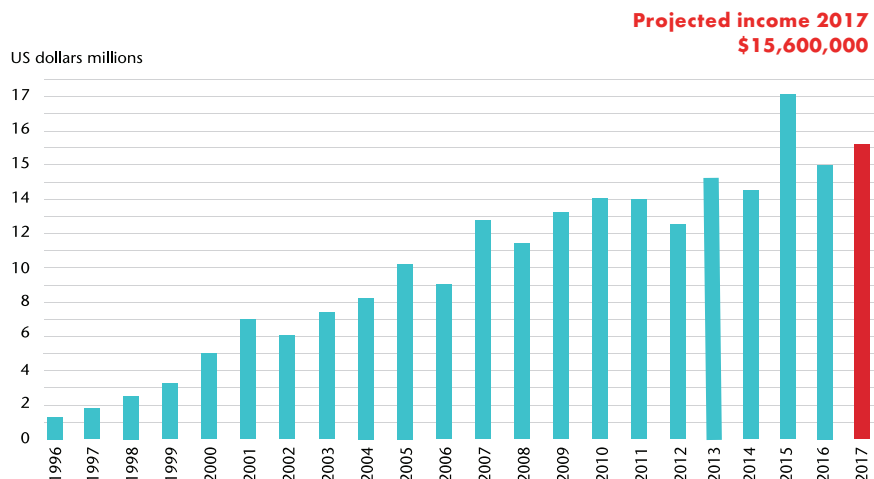
A DROP IN LIQUIDITY

We started 2016 with a liquidity (including restricted funds) of USD 2.7 million. This helped facilitate cash management over the year. However, income was lower than projected and, consequently, our liquidity dropped to USD 2.3 million by 31 December 2016.

INCREASE IN RESTRICTED FUNDS

Over the years, SAT-7's donors and Partners have increasingly provided their support in the form of "restricted funding"- for specific projects, programs and items of capital expenditure. This has necessitated SAT-7 staffing-up its Projects Monitoring Team, to manage the proposals and reports on over 60 such projects.

SAT-7 ANNUAL INCOME 1996-2016 (2017 PROJECTED)

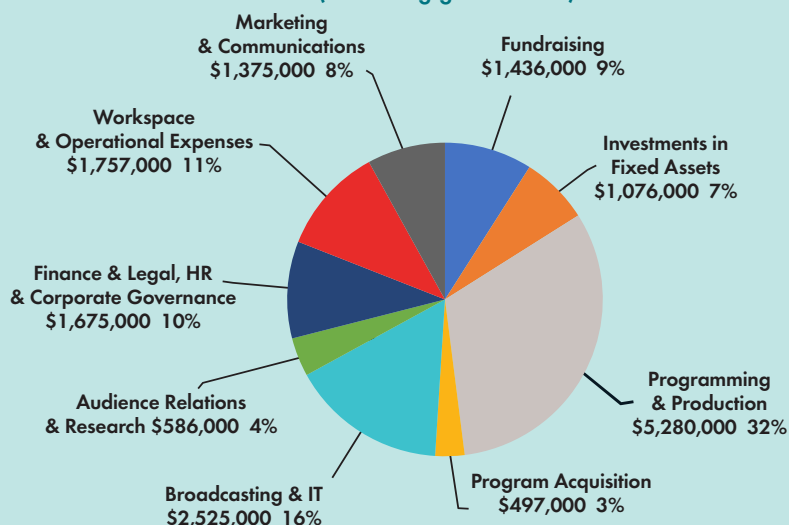


2016 ACTUAL EXPENSES BY TYPE

TOTAL EXPENDITURE

\$16,206,000

(excluding gifts in kind)

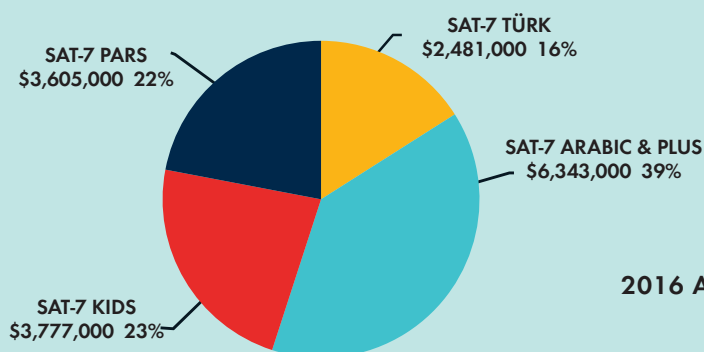


2016 ACTUAL EXPENSES BY CHANNEL

TOTAL EXPENDITURE

\$16,206,000

(excluding gifts in kind)

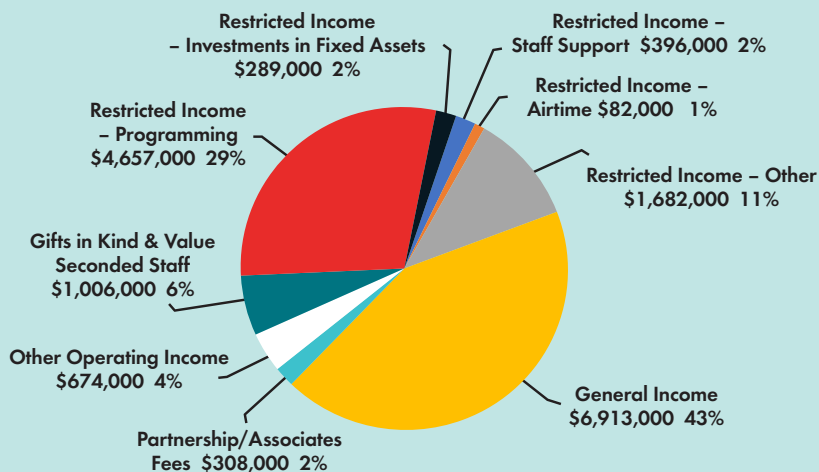


2016 ACTUAL INCOME BY TYPE

TOTAL INCOME

\$16,007,000

(including gifts in kind)



All figures in this 2016 report are in USD and have been rounded to simplify reading. The consolidated financial information presented is derived from the 2016 financial statements for each of the 12 independent SAT-7 legal entities.

The financial statements for SAT-7 International legal entities in Cyprus are audited by KPMG Ltd, Certified Public Accountants and Registered Auditors. KPMG has also reviewed the principles used in the preparation of this summary of consolidated financial information.

Detailed consolidated financial statements and/or detailed audited accounts for each of the different legal entities of SAT-7 are available on request.

Investments in fixed assets are included in the 2016 actual expenses.

SAT-7 BUDGETS 2017

A “FAITH BUDGET” FOR 2017

An expense budget of USD 17.4 million has been approved for SAT-7’s work in 2017. However, this is very much a “faith budget” in that SAT-7’s total anticipated income for next year (based mostly on projections, not commitments) is only USD 15.6 million, leaving a gap of USD 1.8 million.

The main reasons for the relatively low income projected for 2017 include a strong US Dollar (making the value of gifts in GBP and Euros lower in Dollar terms) and the fact that several large, multi-year grants came to an end in 2016, and will not be renewed because the projects have finished.

The reasons for the increase in costs over the coming year include: Our three-year commitment to ramping up the relatively low budget for SAT-7 TÜRK, the launch of a new educational channel (see below), the new Social Media Strategy and, the need to continue building SAT-7’s organisational capacity.

GIFTS-IN-KIND

The gifts-in-kind for 2017 are budgeted separately and are expected to have a total value of about USD 1.2 million. This figure is higher than the last few years and it is a blessing to see continuous increase. They include the value of seconded staff, the donation of studio hours, programming and staff training, all of which make an important contribution to SAT-7’s ministry.

A NEW CHANNEL, SAT-7 ACADEMY

The Executive Board has approved the plans to launch a new satellite channel in 2017. In terms of the above-mentioned budget challenges in 2017, it may seem strange to be launching a new channel at this time. However, it is our hope and prayer that this new channel will attract new support, from agencies or organisations which would not normally support SAT-7’s other channels – with the result that this will actually help to fill the currently projected budget deficit and also carry a share of our common overheads for financial and legal services, IT, fundraising and so on. Please make this significant step of faith a sincere matter of prayer!

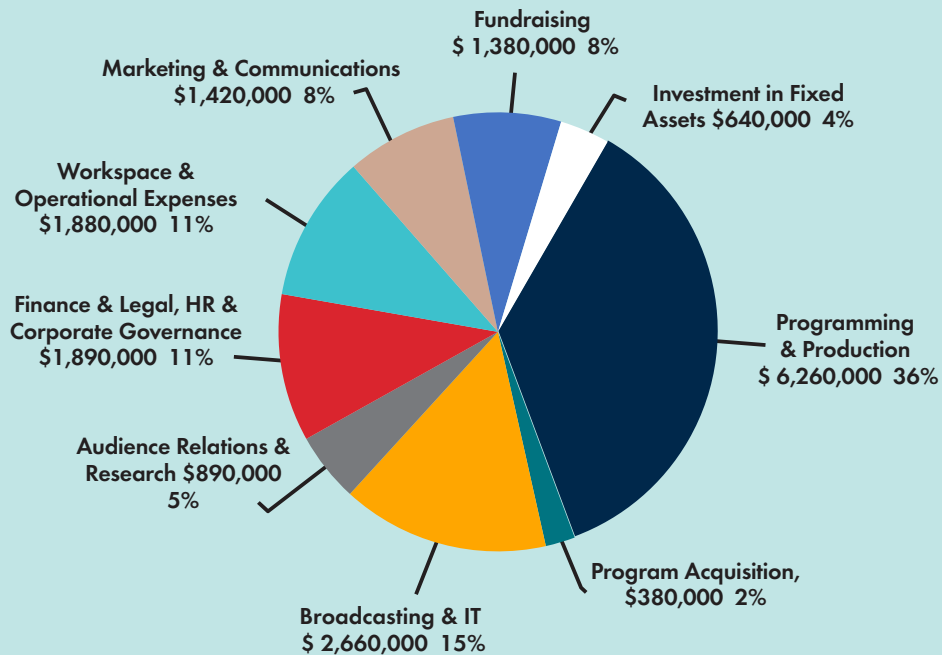


New support and funding will enable SAT-7 ACADEMY to meet the desperate need for better education in the Arab world

2017 BUDGETED EXPENSES BY TYPE

TOTAL EXPENDITURE

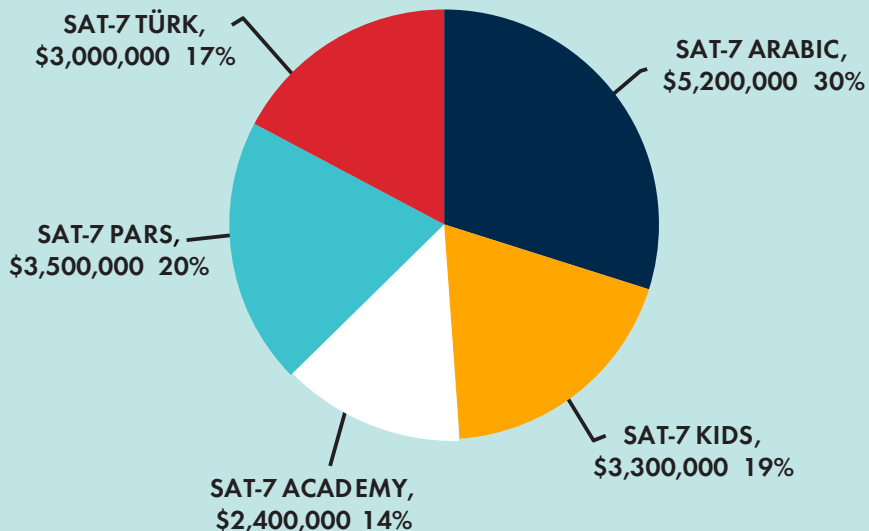
\$17,400,000



2017 BUDGETED EXPENSES BY CHANNEL

TOTAL EXPENDITURE

\$17,400,000



All figures are in USD and have been rounded to simplify the reading of financial data.

2017 budgeted expenses include investments in fixed assets and exclude gifts-in-kind.

STRATEGIC GOALS

SAT-7 LONG-TERM MISSION PRIORITIES

1) To make the Gospel available to everyone in the Middle East and North Africa (MENA), especially to those who would never otherwise have the opportunity to hear it, including:

Children, who are the least reached but the most important audience and the main hope for change in tomorrow's MENA. There are 150 million children in the MENA region under the age of 16.

Women, who remain generally isolated from the Gospel and whose potential for influence has always been underestimated.

The **illiterate**, whose only source of uncensored information is satellite television.

Those in **closed homes**, in closed countries, who may never even have met a Christian before.

2) To encourage, support, and empower the Church in its life, work, and witness for Christ, especially in areas of political turmoil and Christian persecution, and to be a catalyst for spiritual renewal, church growth, discipleship, and social change in the fast-changing MENA region.

SUMMARY OF SAT-7'S PROPOSED OPERATIONAL PRIORITIES FOR 2017

Ramp up the quality of programming across all channels, with a special focus on more and better programming for SAT-7 TÜRK, in order to maximise the special new opportunity of broadcasting on Türksat.

Launch SAT-7 PARS as the only Christian channel on the Yahsat satellite system, greatly expanding its potential viewing audience in Iran and Afghanistan, and eventually to provide a second on-air schedule with an emphasis on programs for youth and children.

Develop a new social media strategy, initially with pilot projects in Arabic. The aim is to provide a better and more effective ministry to our viewers and online audiences, and the strategy may provide prototype ministry models for the future SAT-7.

Launch SAT-7 ACADEMY, a new educational channel for the more than five million Arab children who are refugees from (or internally displaced in) Syria and Iraq, and for millions of other children currently not in

school. The project will also provide special programming for **teachers** and **parents**, to foster child-centric education and learning. This service could begin as soon as mid-2017 and will impact families where children are at high risk of being "lost", abused, or radicalised.

Strengthen SAT-7's organisational capacity, in order to:

- More effectively produce and broadcast well-researched programs with clear and holistic communications goals.
- Conduct or commission all forms of other needed research.
- Provide our different audiences with an increasingly excellent experience when seeking help or counsel from SAT-7.
- Effectively oversee our different legal entities and channels through sound governance.
- Develop a more comprehensive, global fundraising strategy focused on supporting Core Budget operations.
- Establish a strategic operating fund/reserve policy to carry the organisation through periodic short-term cash-flow challenges.

Egyptian family from El-Kharga Oasis.



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