



A new era of
Achievement

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A night-time photograph of the Burj Khalifa, the world's tallest skyscraper, illuminated against a dark blue sky. The building's distinctive tiered structure and spire are clearly visible. In the foreground, the dark water of a canal reflects the building and the city lights. Other modern buildings are visible in the background, also partially illuminated.

LEVERAGING SUCCESS





LETTER TO SHAREHOLDERS

“ The past year was one of consolidation and leveraging the true value of the iconic developments we created in earlier years. ”



We live in an extraordinary time. Every change around us does not necessarily bring about growth, but presents us with an opportunity to rediscover, re-energise and reinvent ourselves.

Fifteen years ago, you placed your unconditional trust in this company. We had a simple mandate then – to develop world-class lifestyle communities for the people of Dubai.

However, we identified a greater purpose and mission, inspired by the leadership of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President & Prime Minister and Ruler of Dubai.

He reminded us that “our journey of development has been and will remain a race for excellence; a race to consolidate Dubai’s position as an evolving, leading and unrivalled contender for the title of the Middle East’s financial and commercial capital.”

We believe that the most significant contribution that Emaar has made in the past 15 years has been in helping shape and position Dubai as the commercial and lifestyle hub of the region.

It is precisely for this reason that 2011 has been a defining year in the history of Emaar. The past year was one of consolidation and of leveraging the true value of the iconic developments we created in earlier years.





The epithets of the world's tallest building and the world's largest shopping centre attain their true value only when they become functional, living entities that add value to society. In 2011, we witnessed the transformation of our prime real estate assets into flourishing business ecosystems.

I will let the numbers do the talking. We welcomed 2011 with our first New Year's Gala in Downtown Dubai, which was attended by more than 600,000 people; we ended the year, and ushered in 2012, with New Year's Celebrations that were witnessed by an enthusiastic crowd of more than 1 million people from around the world.

In the 12 months between these two milestone events, The Dubai Mall welcomed more than 54 million people - 15 percent more than the number of visitors in 2010 at 47 million – making it the world's most visited shopping and leisure destination.

The economic impact of Emaar's developments in Dubai makes us a true partner in the social and economic growth of the city. It also defines the responsible role in society that we play – and will continue to uphold – not just in Dubai, but in all the global markets where we have our footprint.

FINANCIAL HIGHLIGHTS

Backed by the delivery of premium real estate assets in Dubai and international markets, the robust performance of our shopping malls, retail, hospitality and leisure businesses, and led by a strategic approach to create long-term value, we recorded another growth year in 2011.





With total assets of more than AED 60 billion (US\$ 16.35 billion), investment properties and fixed assets of AED 16.4 billion (US\$ 4.47 billion) and development property valued at AED 26.2 billion (US\$ 7.14 billion), Emaar, once again, highlighted its robust fundamentals in 2011.

The company's annual revenue for 2011 reached AED 8.112 billion (US\$ 2.209 billion) and we posted a net operating profit of AED 2.058 billion (US\$ 560 million).

The most significant aspect of Emaar's financial performance in 2011 was the contribution of our fast-growing business subsidiaries – shopping malls & retail and hospitality & leisure – both integral contributors to Dubai's economy.

Our shopping malls & retail business contributed AED 2.14 billion (US\$ 583 million) to annual revenues, representing 26 per cent of the total. This is 13 per cent higher than the shopping malls & retail revenues of AED 1.9 billion (US\$ 517 million) in 2010.

Emaar's hospitality & leisure business contributed AED 1.22 billion (US\$ 332 million) to the annual revenues last year, representing 15 per cent of the total, and 22 per cent higher than the 2010 revenue of AED 1 billion (US\$ 272 million). In total, the company's shopping malls & retail and hospitality & leisure business segments accounted for 41 per cent of total annual revenues, compared with their combined contribution of about 24 per cent to the revenues in 2010.

Another key trend, in line with our development strategy outlined in 2010, was the increasing share of revenue from our international operations. The contribution of international operations to our 2011 annual revenue almost doubled to AED 1.81 billion (US\$ 493 million), compared with AED 973 million (US\$ 265 million) in 2010. This represents 22 per cent of the company's total revenues, compared with an 8 percent contribution by international operations in 2010.

KEY ACHIEVEMENTS IN 2011

CREATING PRIME REAL ESTATE ASSETS

The driving force of Emaar's growth is our commitment to create and deliver prime real estate assets. With our vast developed portfolio of apartments already handed over in Dubai, Emaar handed over 350 residential units and more than 800,000 sq ft of commercial space in Dubai

Among the commercial units completed and handed over in 2011 were the Boulevard Plaza in Downtown Dubai and the Marina Plaza in Dubai Marina.





Our iconic development, Burj Khalifa, further evolved as a fully functional lifestyle hub in 2011, highlighted by the inauguration of At.mosphere, which now holds the Guinness World Record for the ‘Highest Restaurant from Ground Level’.

More than 600 families today live in Burj Khalifa, which also features corporate offices, the world’s first Armani Hotel, and the must-visit tourist attraction of Dubai, the world’s highest outdoor observation deck with an outdoor terrace – At the Top, Burj Khalifa.

We will continue to strengthen the appeal of Downtown Dubai, described as ‘The Centre of Now’, with ambitious new ventures including the new ‘Dubai Modern Art Museum & Opera House District,’ a stylish cultural destination announced by His Highness Sheikh Mohammed. Featuring Dubai’s first Opera House, a modern art museum and several new galleries built within the precinct, the ‘Dubai Modern Art Museum & Opera House District’ will host two new ‘art hotels,’ an array of leisure components and several residential apartments and design studios.

During 2011, Emaar handed over 604 units in other global markets, highlighting the company’s continued focus on developing premium real estate assets. Since 2001, we have handed over more than 33,500 residential units that are today part of established and sought-after integrated lifestyle communities.





Continuing on our track-record of project delivery, we marked a historic first in Saudi Arabia with the hand-over of homes in Al Khobar Lakes, the master-planned community in the Eastern Province, developed by Emaar Middle East. More homes in the development -- as well as in Jeddah Gate, another master-planned community in downtown Jeddah -- are being handed over currently.

Emaar also handed over homes in Samarah Dead Sea Resort, owned by Emaar's associated company in Jordan, marking the evolution of a brand-new lifestyle community by the Dead Sea. Among other global markets that contributed to our revenues through the hand-over of homes and offices include Turkey, Pakistan, Syria and Egypt, where ongoing developments will contribute to the company's revenues in 2012.

STRENGTHENING RECURRING REVENUE STREAMS

Developing recurring revenue streams that add to the long-term value of our stakeholders has been a key pillar of our development strategy. This is reflected in our group revenue model; in 2008, 90 per cent of our revenues were accounted by Dubai-based property developments and the rest came from leasing and hospitality.

In 2011, 41 per cent of our revenues were from the recurring streams of shopping malls & retail and hospitality, 22 per cent from our international operations and the rest from Dubai real estate operations. Today, we have recurring rental revenue generating assets of over about 6 million sq ft and in addition, 12 hotels and resorts of over 1,870 rooms.

Driving the growth of our hospitality operations is our own hotel brand, The Address Hotels + Resorts, with a portfolio of five properties in Dubai, all of them reporting strong occupancy levels in 2011. We strengthened our hospitality business further with the opening of our first international Armani property, Armani Hotel Milano in Italy, while our Lifestyle Dining division made history with At.mosphere in Burj Khalifa.

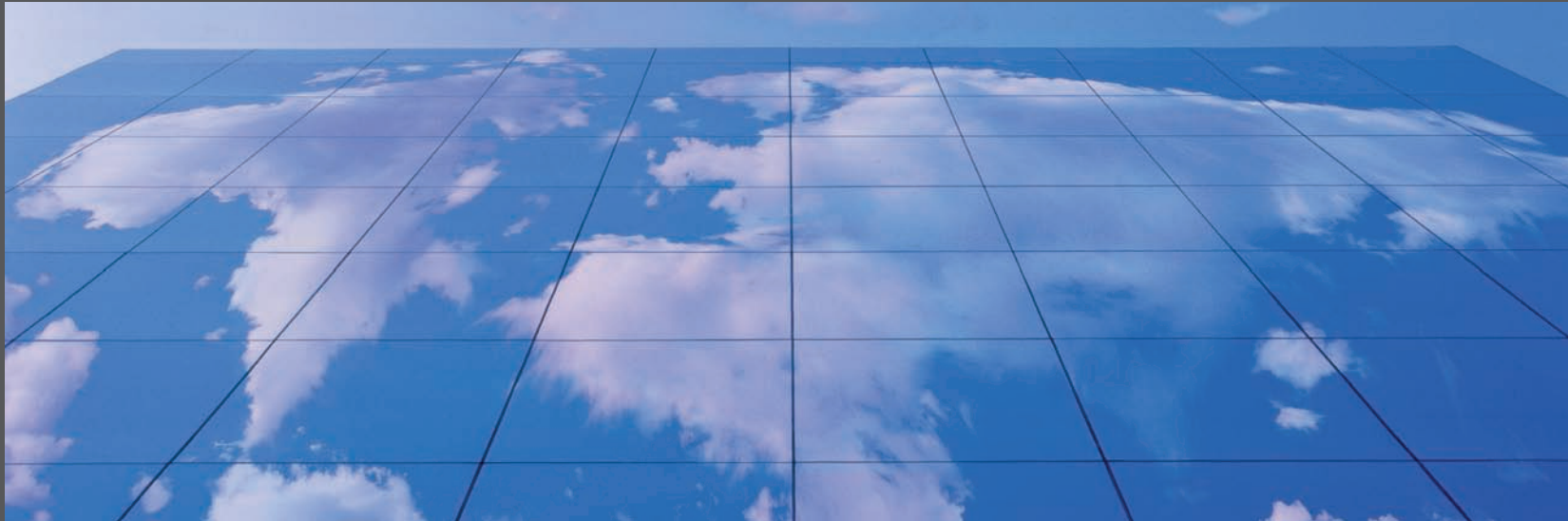
In 2012, we will continue to strengthen these business subsidiaries: We have announced an ambitious expansion of The Dubai Mall to add over 1 million square feet to the existing 12 million square feet development, which will take it to the next era in retailing, entertainment and lifestyle. The new extension will also have hotels and entertainment and lifestyle choices.

The Address Hotels + Resorts, likewise, will witness strong geographic expansion in 2012, including the operation of The Address Marassi Golf Resort & Spa in Egypt.

THE ROAD AHEAD

Over the years, Emaar has defined its credentials, established its competencies and demonstrated that as an organisation we honour our commitment and deliver on our promises. These will continue to be our reservoirs as we embark on a new era in growth, where we have decided to take the road less travelled.





While Emaar will continue to focus on the ‘affordable luxury’ real estate sector, we will also draw on the strong growth opportunities in value housing projects through our new wholly-owned subsidiary, Dawahi Development, launched in 2011.

Dawahi Development will develop ‘value homes’ at attractive price points in key emerging markets across the Middle East & North Africa (MENA) region, while creating robust employment and business opportunities for the local population. This new initiative complements our strategic long-term aim of adding value for our stakeholders by leveraging growth opportunities in emerging markets.

The real estate market in Dubai has turned positive in 2012 with increased demand and prices at developments that provide a world-class lifestyle to the residents. Having underlined our credentials in superior developments and ensuring best-in-class customer service, we will establish our leadership in Dubai by launching new projects in Dubai this year.

Internationally too, with over 19,000 residential units under development and nearly 7,000 units to be developed through 2013, we expect robust deliveries that will further enhance our market share. Globally, our land bank exceeds 2.5 billion sq ft (240 million sq m) across India, Saudi Arabia, Morocco, Pakistan, Syria, Turkey, Egypt and Jordan, highlighting the development potential of our fixed assets.

Change is inevitable in the evolution of any entity; we believe that we must adapt and respond to the changed realities before we are forced to do so.

This year, we will roll out our new value creation strategy for our stakeholders, taking into account the current market realities, evolution of new markets and potential growth opportunities to drive tangible value creation propositions. We look forward to your support in helping us achieve our ambitious growth targets.

Even after 15 years of accomplishments and successes, we believe that we are just at the beginning of an even more rewarding journey. With your support and guidance, it is a journey that we are eager to begin.

MOHAMED ALABBAR

Chairman

Emaar Properties





DRIVING growth



BUSINESS REVIEW

“Our growth strategy was led by its focus on driving sustained and secure returns and strengthening our business streams.”

The growth strategy of Emaar Properties PJSC for 2011 was led by its focus on driving sustained and secure returns from the development and management of property in the UAE and key international markets, and further strengthening the business streams of shopping malls & retail and hospitality & leisure.

Recording robust growth in 2011 led by its premium real estate developments and the impressive performance of its shopping malls and hospitality subsidiaries, Emaar also made significant gains in its international revenue stream through the successful handover of homes and offices in markets including Turkey, Pakistan, Syria, Egypt and Saudi Arabia.

Building on its delivery track-record of over 33,500 residential units since 2001 – most of them part of fully-established and sought-after integrated communities in Dubai and other international markets – Emaar underlined its core competency of premium property development with the hand-over of over 350 residential units and more than 800,000 sq ft of commercial space in Dubai, and 604 units in global markets.

Emaar’s flagship mall development, The Dubai Mall established itself as the world’s most visited shopping and tourism destination marking record visitor arrivals of 54 million in 2011 – 15 per cent higher than the 47 million visitors in 2010, while the company’s hospitality business expanded its footprint globally with the opening of the Armani Hotel Milano in Italy, and attained another global first with the opening of At.mosphere, an exclusive fine dining restaurant situated on Level 122 of Burj Khalifa, at a height of 442 metres.



In total, the company's shopping malls & retail and hospitality & leisure business segments accounted for 41 per cent of total annual revenues, compared with their combined contribution of about 24 percent to the revenues in 2010.

Marking the clear differentials that Emaar brings to property and lifestyle development, the company last year added the number of Guinness World Records it holds to five: The Tallest Building and Tallest Man-made Structure Ever for Burj Khalifa; Largest Shopping Centre for The Dubai Mall; the Highest Restaurant from Ground Level for At.mosphere; and the Single Largest Acrylic Viewing Panel for Dubai Aquarium & Underwater Zoo.

In line with Emaar's projected strategy to develop real estate targeting the mid-market affordable segment, the company launched its new wholly-owned subsidiary, Dawahi Development, a next-generation developer of 'value housing' projects within full-service community developments. Dawahi Development will function as a separate entity with a dedicated management team and professional staff members focused on value housing projects across the Arab world.

Emaar's strategy for 2012 is to further increase the share of revenues from global operations, take advantage of positive developments in Dubai's real estate market through the launch of new developments and enhance the proportion of profit from its recurring revenue streams including shopping malls & retail and hospitality & leisure. Emaar expects to continue with the hand-over of projects in key international markets including Egypt, Lebanon and Saudi Arabia. The company will continue to draw on its project execution capabilities and continue to focus on creating long-term value for its stakeholders.





THE UNITED ARAB EMIRATES

The highlight of Emaar's property development capabilities in the UAE was the evolution of Downtown Dubai, its 500-acre mega development in the heart of the city, as 'The Centre of Now.'

With Burj Khalifa, the world's tallest building towering high over the world-class development, welcoming 2011 with the world's highest fireworks, Emaar also played an instrumental role in driving the growth of Dubai's tourism, retail and leisure sectors through its flagship project.

Emaar is taking Downtown Dubai to the next level in 2012 with His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President & Prime Minister and Ruler of Dubai, announcing the launch of the 'Dubai Modern Art Museum & Opera House District,' a stylish cultural destination to be located in Downtown Dubai.

Following its opening in 2010, Burj Khalifa, regarded as the world's only 'Global Icon' by the Council on Tall Buildings and Urban Habitat, also evolved as a fully functional lifestyle hub in 2011. The tower is currently the luxury address of hundreds of families, features corporate offices, has the world's first Armani Hotel, the world's highest outdoor observation deck with an outdoor terrace – At the Top, Burj Khalifa, and the world's highest restaurant, At.mosphere, in addition to a choice of leisure amenities.

Emaar also demonstrated its clear industry leadership in the upkeep of modern lifestyle communities by extending its support to the Interim Owners Associations and introducing world-class community management practices.





UNITED ARAB EMIRATES



DOWNTOWN DUBAI

Emaar's flagship project in the UAE, Downtown Dubai is a fully established mixed-use 500-acre community in the heart of the city and continues to gain international headlines due to its iconic components that include the Burj Khalifa, the world's tallest building; The Dubai Mall, the world's largest shopping and entertainment destination; and The Dubai Fountain, the world's tallest performing fountain. Described as 'The Centre of Now,' Downtown Dubai is a premier lifestyle destination and must-visit tourist attraction.

Downtown Dubai combines commercial, residential, hospitality, entertainment, shopping and leisure components. With six hotels already operational in the community, including Armani Hotel in Burj Khalifa, Downtown Dubai has 4.5 million sq ft of gross office space, 4.3 million sq ft of leasable retail space, several residential buildings and the 3.5 km Emaar Boulevard which hosts lifestyle events. The development also has four prime events venues in the city hosting concerts and lifestyle events.

The new 'Dubai Modern Art Museum & Opera House District,' to be located on Emaar Boulevard in Downtown Dubai will feature the city's first dedicated Opera House, a modern art museum and several new galleries that will be built within the precinct. It will also host two new 'art hotels,' an array of leisure components and several residential apartments and design studios.





Emaar has also announced the launch of a 820-metre long pedestrian link that directly connects the Burj Khalifa/The Dubai Mall Metro Station with the iconic attractions in Downtown Dubai, including the mall and Burj Khalifa, the world's tallest building. Scheduled to be operational in 2013, 'The Dubai Mall Metro Link' is one of the longest pedestrian walkways that links the Dubai Metro with any retail development, and is expected to significantly enhance the convenience of visitors to the mall and Burj Khalifa. It is also billed to reduce vehicular traffic within the immediate vicinity of the mall, located in the heart of Downtown Dubai.

BURJ KHALIFA

Described as both a 'Vertical City' and 'A Living Wonder,' Burj Khalifa, is the world's tallest building. Rising gracefully from the desert, Burj Khalifa honours the city with its extraordinary union of art, engineering and meticulous craftsmanship.

At 828 metres (2,716.5 ft), the 200 plus storey Burj Khalifa has 160 habitable levels, the most in comparison to any other building in the world. The tower was inaugurated on January 4, 2010, to coincide with the fourth anniversary of the Accession Day of His Highness Sheikh Mohammed Bin Rashid Al Maktoum as the Ruler of Dubai.

Arguably the world's most prestigious address, Burj Khalifa is responsible for a number of world-firsts. The tower became the world's tallest man-made structure just 1,325 days after excavation work started in January 2004.

With a total built-up area of 5.67 million sq ft, Burj Khalifa features 1.85 million sq ft of residential space and over 300,000 sq ft of prime office space. That is in addition to the area occupied by the Armani Hotel Dubai, the Armani Residences and other dining & entertainment areas in the building.

The tower features luxurious recreational and leisure facilities including four swimming pools, excluding the pool in the hotel, lounges for home owners and office requirements, health and wellness facilities, and the world's highest public observation deck with an outdoor terrace, At the Top, Burj Khalifa. Another key attraction is At.mosphere, an exclusive fine dining restaurant situated on Level 122 of the tower, at a height of 442 metres (1,350 ft), which holds the Guinness World Record for the 'Highest Restaurant from Ground Level.'

The Armani Hotel Dubai, which opened doors in 2010, is today regarded as a referral point in ultra-luxury hospitality developments, and offers eight unique dining experiences including Armani/Privé, an upscale lounge.

The observation deck on level 124, At the Top, Burj Khalifa, is a must-see attraction and offers breathtaking views of the city and the surrounding emirates. Connected to the tower are The Offices, a 12-storey annexe of prime office space and The Club, a health and wellness centre.

Over 1,000 pieces of art by prominent International and Middle Eastern artists adorn the interiors of Burj Khalifa and the surrounding Emaar Boulevard. Many of the pieces have been specially commissioned by Emaar as a tribute to the spirit of global harmony.





With the opening of Armani Hotel Dubai and handover of homes in Armani Residences, and owners moving into The Residence and The Corporate Suites, Burj Khalifa has now come to life – indeed, a true living wonder.

Continuing the tradition of the New Year's Celebrations in Downtown Dubai, Burj Khalifa welcomed 2012 with a breath-taking display of fireworks that captivated the world. More than 1 million people visited Downtown Dubai to take part in the celebrations that were also telecast live to over 2.5 billion homes globally.

Burj Khalifa was fully illuminated in shimmering white, red and green hues, drawing on the colours of the UAE national flag, through the fireworks display. The celebrations were also a salute to the nation, which celebrated its 40th National Day, on December 2, 2011.

ARMANI RESIDENCES

Armani Residences Dubai has been designed personally by Giorgio Armani, and is a reflection of his personal approach to elegance and style. Located on levels 9 to 16, the 144 one and two-bedroom suites, highlight Armani's smooth, understated style combined with space and furnishings that focus on the compatibility of materials, form and lighting, in a superb, softly luminous setting.

In addition to the full access to services offered by the Armani Hotel Dubai such as 24/7 room service, housekeeping, library, spa, gym and swimming pool, residents of Armani Residences also have access to recreational facilities and entertainment venues within Burj Khalifa.

ARMANI HOTEL DUBAI

The world-first Armani Hotel Dubai opened its doors to the world in 2010. From the room designs to the carefully selected textiles and fabrics, to the impeccable service, every aspect of the Armani hotel experience bears the signature of fashion legend Giorgio Armani.

Armani Hotel Dubai targets connoisseurs who value excellence, understated style and elegance. Offering 160 guest rooms and suites, restaurants and a spa, Armani Hotel Dubai brings to life the Stay with Armani promise, an exceptional lifestyle experience defined by the highest standards of aesthetics and service excellence.

The hotel is home to seven unique dining experiences including Armani/Privé, an upscale lounge. The hotel additionally features the world's first in-hotel Armani/SPA and retail offerings - Armani/Dolci offers an elegant selection of Italian sweets, Armani/Fiori presents modern floral arrangements and an Armani/Galleria presents the exclusive haute-couture fashion accessories from the Giorgio Armani Privé collections.

THE RESIDENCE

The world's most prestigious address is home to a select few. With 900 residences including studios and one, two, three and four-bedroom apartments, The Residence, Burj Khalifa is designed for the connoisseur. The homes are spread over levels 19-108 of the tower, and the first residents are currently moving in.





ARMANI BALLROOM

ARMANI

Hotel Dubai

فندق أرماني دبي



The lobby reception area will feature World Voices, an intriguing installation by renowned artist Jaume Plensa. Composed of 196 cymbals representing the 196 countries of the world, it symbolises the global collaboration that made Burj Khalifa a reality.

For the convenience of homeowners, the tower is divided into sections with exclusive Sky Lobbies on Levels 43, 76 and 123. There are state-of-the-art fitness facilities including jacuzzis on Levels 43 and 76. The Sky Lobbies on 43 and 76 both have swimming pools and a recreational room that can be utilised for special gatherings and receptions.

THE CORPORATE SUITES

The Corporate Suites are located on the highest levels of the tower and occupy 37 floors. The entrance lobby is at the Concourse of the tower. In addition to valet parking, express lifts take office visitors directly to a lounge lobby at Level 123.

AT THE TOP, BURJ KHALIFA

Awarded the 'Best Tourist Attraction' at the 'Best in Dubai' awards in 2011, At the Top, Burj Khalifa, located on Level 124, not only offers visitors majestic, sweeping vistas of Dubai, but also serves as an evocative and interactive journey through the history and evolution of Dubai and Burj Khalifa.

A ten-part journey, At the Top starts at The Dubai Mall, where visitors can buy timed tickets at an elegant welcome area featuring monumental fields of LED displays reflecting the three-core design inspiration of Burj Khalifa.





Visitors can enjoy several interactive features including ‘Burj Among the Greats,’ ‘Burj Around the World’ and ‘Dubai Then and Now’. These displays chart the evolution of modern Dubai and reveal how Burj Khalifa dramatically alters the city skyline.

Travelling at a speed of 10 metres per second, the journey to Level 124 takes approximately 60 seconds. The last stop of the journey is the At the Top retail boutique, where visitors can indulge in shopping for some unique souvenirs.

In addition to the magnificent views offered of Dubai and beyond from At the Top, Burj Khalifa, visitors can also learn more about the landmarks in the city through the innovative Viewfinder.

AT.MOSPHERE

At.mosphere, the world’s highest restaurant, is envisaged as one of the finest luxury dining and lounge experiences in the world, and is only two levels below ‘At the Top, Burj Khalifa,’ the tower’s observatory deck, At.mosphere presents a unique dining concept that appeals to all epicureans – from fine dining connoisseurs to lounge lovers.

Integrating two choices – lounge & grill – At.mosphere can host over 210 guests and features a spacious arrival lobby, a main dining floor, private dining rooms and display cooking stations.

THE OFFICES

A complement to The Corporate Suites is The Offices, a 12-storey annexe with direct access to Burj Khalifa and The Dubai Mall. Parking spaces for The Offices will be offered at the mall and the tower for the convenience of tenants.

THE CLUB

The Club is a health and recreation annexe to Burj Khalifa. Although priority is given to Burj Khalifa residents, it will also be open to public.

ARMANI/PAVILION

An open-air venue designed to host events, the Armani/Pavilion provides spectacular views of The Dubai Fountain and is exclusively managed by Armani Hotel Dubai.

THE DUBAI FOUNTAIN

A world-class water, light and music spectacle in a 30-acre Lake within Downtown Dubai, The Dubai Fountain overlooks Burj Khalifa and The Dubai Mall.





At over 900 ft (275 m) in length, The Dubai Fountain is designed by California-based WET and is the world's tallest performing fountain. Over 6,600 lights and 25 colour projectors create a visual spectrum of over 1,000 different water expressions that will appeal to visitors. Different combinations of water-forms of Dubai Fountain perform to selected musical pieces – chosen from a range of classical to contemporary Arabic and world music.

The Dubai Fountain, when fully operational, has over 22,000 gallons of water in the air at any given moment. Its nozzles will take water to different heights – from 70 to 500 ft. The 25 colour projectors provide the full spectrum of colour with a total output of 500,000 lumens.

THE OLD TOWN & THE OLD TOWN ISLAND

Divided into six quarters, with restaurants, outlets, hotels and a fabulous Souk, The Old Town is all about living in comfort and style, but with heritage and inescapable culture all around. It is where age-old charm blends with new age expectations in perfect harmony. The Old Town development puts a more traditional face on modern, luxurious city living.

With the charm of years gone by, The Old Town Island offers an exceptional way to experience downtown living. At the very heart of Downtown Dubai, this charismatic neighbourhood is a mixture of exquisite low-rise waterfront apartments, Souk Al Bahar-a shopping mall with Arabesque architectural features, boutique offices and The Palace - The Old Town hotel. With an appeal quite its own, this destination overlooks a lake and is spruced with inner alleys, courtyards and waterfront walkways. It's where lifestyle and culture come together in rare confluence.

8 BOULEVARD WALK

The first residential tower in Downtown Dubai, 8 Boulevard Walk is located close to the bustling Emaar Boulevard. Designed to elevate aspirations, this 35-storey tower claims its place at the nerve centre of Downtown Dubai.

THE LOFTS

The Lofts assures the comfort of spacious living and features three towers - East, West and Central - featuring spacious one-, two-, and three-bedroom apartments and also penthouses. All homes come with floor to ceiling windows that heighten the feeling of space and light.

THE RESIDENCES

A cluster of 9 high-rise residential towers, The Residences has been handed over to customers. The Residences feature one-, two-, three-, and four-bedroom luxury residential suits, penthouses and villas.

BOULEVARD CENTRAL

Boulevard Central consists of two high-rise apartment buildings in close proximity to Burj Khalifa. Strategically located on Emaar Boulevard, residents will be mere footsteps away from the buzz of cafés, stores and vibrant street life. The project features studios, one-, two- and three-bedroom apartments. Podium level amenities include swimming pool, children's play area, communal BBQ area, a fully-equipped gymnasium, and a multipurpose room.





29 EMAAR BLVD

29 Emaar Blvd is a stylish residential project in Downtown Dubai. Designed by Frank Williams & Partners Architects, 29 Emaar Blvd offers luxurious podium level amenities, basement car parking and an unparalleled lifestyle within a bustling boulevard. The project has an unmistakable retro-New York look with a distinct identity through Arab-style decorative grills, panels and motifs. A frontal podium will feature a health club, roof garden and swimming pool.

CLAREN

Claren features two elegant mid-rise towers and boulevard apartments that offer residents the dual benefit of greater privacy and spacious living. Comprising studios, one- two- and three-bedroom apartments, Claren has an extensive range of podium amenities, and is located on the vibrant Emaar Boulevard with easy access to Burj Khalifa.

BURJ VIEWS

Burj Views, handed over to customers, is a three-tower residential complex within Downtown Dubai. The towers feature studios, one-, two-, and three-bedroom apartments and duplexes. A highlight of Burj Views is the exclusive retail space of 1,800 sq m. The temperature-controlled shopping arcade, facing Burj Khalifa, can be accessed from all the three towers.

BOULEVARD PLAZA

Complementing the majesty of Burj Khalifa, Emaar launched a commanding symbol of style and status within the Boulevard's unique architectural collection. With several commercial offices already functioning, Boulevard Plaza is a place where business minds and decision makers come together to gain their competitive edge.

STANDPOINT

Emaar gives a new perspective to residential towers with Standpoint, two high-rise stepped towers, designed by International Architects Smallwood, Reynolds, Stewart and Stewart (SRSS). The towers feature studios, one-, two-, and three-bedroom apartments with amenities galore at podium level.

SOUTH RIDGE

Emaar has handed over South Ridge, consisting of 6 high-rise residential towers, which overlook the vibrant landscape of Downtown Dubai. South Ridge comprises one-, two-, three-, and four-bedroom apartments and penthouses with a multitude of amenities ranging from a swimming pool, children's wading pool and play area, fully-equipped gymnasium, 2 squash courts, a badminton court, and a golf simulator.





EMAAR SQUARE

Emaar Square is one of the first commercial buildings launched by Emaar offering premium office spaces, featuring state-of-the-art technology in one of the most desirable locations in Dubai. Positioned for success, Emaar Square is at the centre of Dubai's new business hub, easily serviced by the Dubai Metro and close to exclusive hotels and apartments. The business hub has about 1.5 million sq ft of office and retail space.

DUBAI MARINA

One of the largest waterfront developments in the region, Dubai Marina has a total development area of 50 million sq ft. It encompasses a large canal with 3.5 km of waterfront offering access to the sea from both ends. Frilling the canal are waterfront living apartments, offices, retails, a yacht club and a hotel and serviced residences.

Emaar's development in Dubai Marina include over 4,700 residential units, one hotel with 244 rooms, serviced residences, 1 million sq ft of office space and 1.4 million sq ft of leasable retail space.

Emaar has unveiled six luxurious projects at Dubai Marina – Al Majara, Al Sahab, Dubai Marina Towers, Marina Promenade, Marina Quays and Park Island. All six projects have been completed and the keys handed over to buyers.





DUBAI MARINA MALL COMPLEX

The 150,000 sq m Dubai Marina Mall complex includes The Address Dubai Marina; the Dubai Marina Mall – a boutique mall with a family entertainment centre and the six-screen boutique Reel Cinemas Cineplex – and an 8-storey tower Gourmet Tower dedicated to diverse cuisines. Adjacent is Marina Plaza and the Extreme Waterfront Offices, the only waterfront offices at Dubai Marina.

MARINA PLAZA

Marina Plaza is the only commercial tower within the Dubai Marina master-development. With its exceptional location on the Marina and a range of features including flexible floor plans and an 8 storey podium for parking, the 28-storey boutique freehold Marina Plaza Office generated strong investors' demand. Suites range from 3,742 to 4,030 sq ft in size with the last floor dedicated to a "penthouse loft" office of 23,820 sq ft, with its own elevator, balcony space of 3,358 sq ft, and panoramic views of the entire Marina.

THE EXTREME WATERFRONT OFFICES

These boutique offices are in the most exceptional location within Dubai Marina, in the leg of The Address Dubai Marina hotel that extends directly into the water. This allows for stunning views while creating an impression of being immersed in the Marina. With just four floors and walls of windows, exclusivity and uninterrupted views across the Marina are ensured. Sizes range from 926 sq ft per unit to 2,451 sq ft for a full floor. The last floor has soaring ceilings allowing for mezzanine space. The main lobby has a full wall of window and direct access to the water with its own pier for easy drop off and pick up by boat. All units were sold in a few hours.

EMIRATES LIVING

Emirates Living is the pioneering lifestyle concept by Emaar encompassing some of its key master-planned residential communities including four single family communities - Emirates Hills, The Lakes, The Meadows, The Springs – and two multi-family communities - The Greens and The Views. A collection of neighbourhoods, Emirates Living embodies Emaar's commitment to delivering integrated living communities.

THE LAKES

An established gated community, The Lakes is set amidst placid lakes and a picturesque living environment. It comprises five distinct communities, Deema, Forat, Maeen, Zulal and Ghadeer, the newest community developed with five different types of Mediterranean villas to choose from. All have access to the vibrant Lakes Community Centre that features several recreational and retail outlets, exclusive neighbourhood parks with own swimming pool, diverse recreational amenities and over 11 miles of walkway meandering amongst greenery. The Lakes has now become one of the most sought-after single family communities in Dubai.

THE VIEWS AND THE GREENS

Both are master planned with exclusive amenities for residents which include landscaped swimming pools and decks, gymnasiums, play areas, underground and covered parking, 24 hour security, barbeque areas, neighbourhood shopping areas and parks with walkways. The Views is expanding with the addition of Mosela and Tanaro - striking 24-storey buildings, drawing on Mediterranean influences with arched windows, expensive sun decks and terracotta facades. Mosela is a waterside tower offering incredible views of the Emirates Golf Course and the water canal.





ARABIAN RANCHES

A premium multi-billion dirham desert development spread over 1,650 acres, Arabian Ranches has over 4,000 residential units and 11 communities comprising one- and two-storey single-family homes inspired by diverse architectural styles, all with gardens and balconies, and is one of the most sought-after communities in Dubai. The masterplan also has exceptional golf and equestrian facilities.

POLO HOMES

Emaar unveiled an exclusive collection of palatial residences - the Polo Homes community - at the Dubai Polo and Equestrian Club. The Polo Homes, limited in number to just 71, surrounds the polo fields and forms one of the most impressive and opulent residential communities by Emaar. Emaar has also handed over Alma townhomes and La Avenida within Arabian Ranches.

GOLF HOMES

Emaar introduced a new addition to its golf community portfolio, also comprising Hattan and Mirador, by offering discerning investors the exclusive Golf Homes, set on the scenic and swaying dunes of the Arabian Ranches golf course. The Golf Homes community comprises only 18 detached villas available in three styles - Hacienda, Suncadia and Castilla - featuring Arabian and Spanish architectural elements.

The villas are specifically developed in a shell and core form enabling customers to customise the interiors to their preference and taste including the ability to even extend the developed area. Promising a leisurely lifestyle, the homes feature Hispanic elements such as arches and courtyards and mosaics

GOING global



INTERNATIONAL

“ The contribution of international operations to the company’s 2011 revenue almost doubled.”

Emaar has a collective presence in several key markets spanning the Middle East, North Africa, Pan-Asia and North America, with established operations in the United Arab Emirates, Saudi Arabia, Syria, Jordan, Lebanon, Egypt, Morocco, India, Pakistan, Turkey, USA and Canada.

In 2011, Emaar also recorded strong growth in its international revenue stream following the successful handover of homes and offices in markets including Turkey, Pakistan, Syria, Egypt and Saudi Arabia. More than 629 units were handed over in the global markets of Emaar, highlighting the company’s continued focus on developing premium real estate assets and delivering value-added lifestyle experiences.

The contribution of international operations to the company’s 2011 annual revenue almost doubled to AED 1.81 billion (US\$ 493 million), compared with AED 973 million (US\$ 265 million) in 2010. This represents 22 percent of the company’s total revenues, compared with an 8 percent contribution by international operations in 2010.

Highlights of the progress on country developments are listed below:

SAUDI ARABIA

In Saudi Arabia, Emaar, The Economic City (Emaar.E.C), a Tadawul-listed company, is developing the largest private sector-led development in the region, King Abdullah Economic City (KAEC).

Also in the Kingdom, Emaar Middle East, a property development subsidiary of Emaar, is developing Jeddah Gate, an integrated lifestyle development, and Al Khobar Lakes, a luxury lakefront project – with the first homes being handed over.

Emaar is also offering fully furnished spacious studios and one- to three-bedroom serviced residences in the Holy City of Makkah. The Emaar Residences at the Fairmont Makkah are located on floors 30 to 53 of the Makkah Clock Royal Tower, the second tallest tower in the world developed by Saudi Bin Laden Group and located in the heart of Makkah.

KING ABDULLAH ECONOMIC CITY

KAEC is a 168 million sq m development located on the Red Sea coast. It has six key components – the Sea Port, Central Business District, Industrial Zone, Educational Zone, Resort District and Residential Communities.

The project is closely connected with Saudi Arabia's ongoing initiative to expand the domestic economy and is intended to function as a catalyst to attract foreign investment, global trade, commerce and industry. SAGIA, the apex body responsible for inward investments, is the prime facilitator for KAEC.





SAUDI ARABIA



In 2011, the Saudi Arabian Ministry of Finance signed a loan agreement with Emaar.E.C, for SAR 5 billion (US\$ 1.33 billion) to accelerate the development of the second phase of KAEC.

KAEC has completed the handover of a wide range of residential units at Bay La Sun Village, land plots in the Industrial Valley, offices at the Business Park as well as a wide variety of retail space throughout the development.

KAEC is coming to life as a large number of companies and organisations have already started carrying out their daily operations from KAEC, as the first batch of residents are settling down in the city, becoming the core of KAEC's future communities.

Upon the completion of all phases, the total size of KAEC's Industrial Valley will be 63 million sq m and home to 2500 factories and will provide more than 150,000 job opportunities.

KAEC office now functions from one of the five office buildings within the Business Centre in Bay La Sun Village, the first integrated residential community which was launched to overwhelming sales response.





EMAAR MIDDLE EAST

JEDDAH GATE

Jeddah Gate is a mixed-use project spread across approximately half a million sq m of land. The project serves as a centrepiece for the city's new downtown. Jeddah Gate is in close proximity to the main railroad linking the two Holy Cities of Makkah and Madina to Jeddah.

Jeddah Gate, when completed, will have over 100,000 sq m of modern office spaces and over 30,000 sq m of gross leasable retail space, thus strengthening the local economy.

With the first homes in its three Abraj Al Hilal towers to be handed over shortly, the company has unveiled the Abraj Al Hilal 2 Towers, a cluster of 3 residential towers of 17 to 21 floors, with 326 apartments ranging in size from 98 to 449 sq m.

A sterling addition to the luxury residential portfolio in Jeddah Gate, the Abraj Al Hilal 2 Towers form a distinct and well-knit integrated lifestyle community with all amenities and conveniences that will add value to the residents.

Apart from a dedicated retail area, the array of facilities in Abraj Al Hilal 2 Towers include health & fitness centres, ladies spa, day care centre, clubhouse, play areas, outdoor swimming pools, and 525 dedicated car parking spaces, among others. Each tower also has two types of villas: the Kingdom's first of its kind lower villas and penthouses.

AL KHOBAR LAKES

Al Khobar Lakes is a green and secured development set amidst serene water bodies, and is the largest of its kind integrated community in the Eastern Province of the Kingdom.

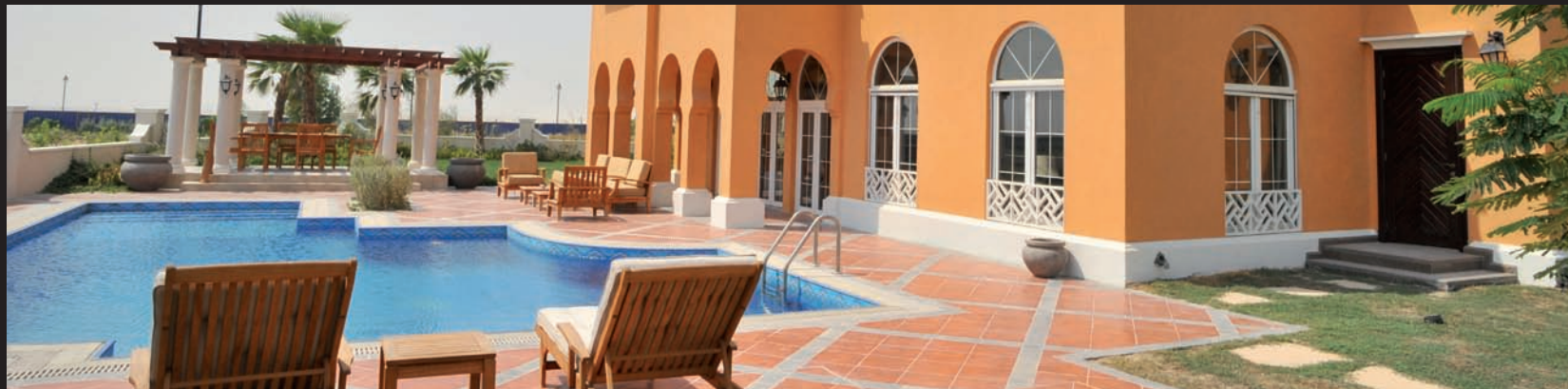
The first two residential villages in Al Khobar Lakes – Al Nada and Al Ghadeer – were launched to overwhelming home buyer and investor response.

Emaar Middle East is currently handing over the villas that are part of Al Nada Village. Further driving the project development, Emaar Middle East has also signed contracts to complete the units at Al Ghadeer Village

Al Khobar Lakes is a luxury lakefront development set on approximately 2.6 million sq m featuring serene water bodies. It features more than 2,000 private villas with retail and leisure amenities that are perfect for family living. In close proximity to Al Khobar City, Dhahran and Dammam, Al Khobar Lakes is one of the premier lakefront developments and the largest integrated community in Eastern Province of the Kingdom of Saudi Arabia.

Al Khobar Lakes will also feature a large retail centre with a gross leasable area of 95,000 sq m; 104,000 sq m of landscaping, greenery and parks; 11 mosques including a Grand Mosque for Friday Prayers; two educational facilities for both boys and girls; two community centres, healthcare facilities and other amenities.

All homes that are currently being handed over are equipped with the latest communication technologies, smart home systems and advanced infrastructure networks. The landscaping work has also been completed in addition to all related infrastructure work.





EMAAR RESIDENCES AT THE FAIRMONT MAKKAH

Emaar launched sale of the first phase of fully-furnished and spacious studios and one- to three-bedroom serviced in the Holy City of Makkah. The Emaar Residences at the Fairmont Makkah are located on floors 30 to 53 of the Makkah Clock Royal Tower, in the second tallest tower in the world developed by Saudi Bin Laden Group and situated in the heart of Makkah in the Abraj Al Bait complex, which is part of the King Abdul Aziz Endowment of The Two Holy Mosques. Located directly on the Haram Plaza, the serviced residences are offered on a leasehold basis and range in size from 40 sq m for a thoughtfully designed studio to 160 sq m for a comfortable three-bedroom residence.

PAKISTAN

In Pakistan, Emaar DHA Islamabad, the country subsidiary of Emaar Properties, delivered the first homes in Canyon Views, a master-planned community in Islamabad, and is now an established residential community. Emaar Pakistan is also developing Crescent Bay, a mixed-use development in Karachi.

CANYON VIEWS

Canyon Views is an exclusive gated community within the DHA Phase 2 Extension in Islamabad. Emaar Pakistan handed over Mirador Villas in Canyon Views to customers, and work on Alma townhouses is ongoing.

Canyon Views offers luxury single-family town homes and villas in a range of finest architectural styles with easy access to amenities including retail, security, views and green open spaces, sporting facilities, schools and mosques.

CRESCENT BAY

Emaar Pakistan has launched sale of residences in Crescent Bay, the company's pioneering master-planned community in Karachi. Investor response was strong and work is progressing currently.

In close proximity to the DHA golf course, Crescent Bay is currently planned to feature over 5,000 freehold residential units in mid-rise and high-rise residential towers, a five star hotel, a shopping centre spread over an area of 65,000 sq m and twin office towers. The first residential tower is expected to be completed in 2013.

EGYPT

Emaar Misr, a wholly owned subsidiary of Emaar, is developing three key integrated lifestyle communities in Egypt including Marassi, Mivida, and Uptown Cairo. Emaar Misr is one of the largest foreign direct investors in the country.

Emaar Misr accelerated the construction of its projects in Egypt during 2011, highlighting the company's confidence in the Egyptian economy, and its commitment to continue supporting and contributing to the development of the economy.

Work on Uptown Cairo, Mivida and Marassi is progressing strongly. In 2011, a number of major milestones were achieved in its developments, both in terms of construction progress & completion and in terms of new contracts being signed with contractors to accelerate work on the company's developments.





EGYPT



MIVIDA

Mivida, Emaar Misr's project located in the New Cairo suburb, is being developed on 3.8 million sq m, and is revolutionising the concept of mixed-use developments in Egypt with its stylish units available in sizes that match the needs of the Egyptian market.

Mivida is unique in that it is the only development in New Cairo designed and implemented to be completely eco-friendly and sustainable, and includes units designed by internationally renowned designers. Delivery in Mivida is planned to begin during 2012, and delivery of the Business Park is also scheduled for this year.

Mivida homes are competitively priced and bring to the Cairo market a new and innovative residential product with large green spaces, high quality standards and integrated commercial, residential and leisure facilities. Ideal for individuals and families, the 'work, live and play' environment of Mivida offers a rich array of lifestyle amenities including schools, business parks, hotels and healthcare facilities for residents.

Featuring green areas and open spaces, Mivida has a central park and a network of walking paths linking the different services and residential areas of the community. It will feature all the services and amenities needed by a modern Egyptian family, including an international school, sporting clubs, retail outlets and healthcare centres.





UPTOWN CAIRO

Emaar Misr achieved significant progress in the development of Uptown Cairo in 2011. Emaar Drive, a road constructed entirely by Emaar linking Uptown Cairo with the 6 October Bridge was completed, allowing easy access to all areas of Cairo.

The Clubhouse in Uptown Cairo, an architectural masterpiece with a distinct Tuscan design, was also opened. Finishing work is progressing on several components in Uptown Cairo for delivery during 2012.

The mixed-use residential, commercial and leisure development is located at the highest point of downtown Cairo - Mokattam Hills, at 200 m above sea level, providing a unique, high quality and secured living environment.

Uptown Cairo is the largest lifestyle development within Cairo, and is billed to evolve into the true hub of the city with its easy accessibility from Maadi, Heliopolis, Nasr City and Central Cairo. The project now also has good connectivity to the Cairo city with the completion of the required road infrastructure.

Spread over 4.5 million sq m, this self-contained development features a wide array of facilities including a business park, town centre, an open-air integrated retail center, sporting & leisure facilities, a world-class golf course and a variety of luxurious residential villages. Homes in the first phase of Uptown Cairo will be handed over this year.

MARASSI

Marassi is developed on 1544 acres on a 6.5 km stretch of coastline on the Egyptian Mediterranean coastline. Marassi is being developed as a year-round international tourist destination, aimed at putting the Egyptian North Coast firmly on the map as one of the premier tourist locations anywhere in the Mediterranean. During summer 2011, over 50,000 visitors visited Marassi.

The project includes units with architecture inspired by Mediterranean styles including Egyptian, Greek, Andalusian, Italian, Spanish, Tunisian and Moroccan. Hundreds of units have already been handed-over in Marassi so far, with more expected to be handed-over before next summer.

Marassi will also feature thousands of hotel rooms, the largest yacht marina in the region, a unique golf course and comprehensive healthcare facilities.

JORDAN

The Dead Sea Touristic and Real Estate Investment Company, promoted by Emaar Properties along with a group of regional and Jordanian investors, owns Samarah Dead Sea Resort, developed in line with the growth plan for Jordan as outlined by the King Abdullah II Fund for Development.





SAMARAH DEAD SEA RESORT

The Rift Apartments are located directly on the Dead Sea, adjacent to the waterway and across Wadi Mukheiris from the King Hussein Bin Talal Convention Centre and Samarah Dead Sea Resort Sales Centre. It features low-rise buildings (The Apartments) located on the seafront comprising Mediterranean-styled multi-family apartments. Amenities include walkways, neighbourhood shopping and easy access to a full-fledged Club House.

The Company has also entered in a Joint Venture with Aabar, Abu Dhabi to develop a 285 room hotel. The work for the hotel commenced in the second half of 2011 and will be operated by Hilton. In 2011, Emaar International Jordan marked the handover of three residential complexes – Buildings A, B and C – in the first phase of the Rift Apartments in the integrated development.

The company also launched Building E in the Rift Apartments, which is part of the second phase of Samarah Dead Sea Resort.

Scheduled for completion in 2012, the newly launched Building E will feature units offering direct sea views, and access to a luxurious beach club and the Rift Retail Village. Work on Buildings D & F – also part of the second phase – is already progressing as per schedule and will be completed shortly.

SYRIA

Emaar-IGO, a venture between Emaar Syria and IGO, an offshore investment and property development company, is developing The Eighth Gate project in Yafour, near Damascus.

THE EIGHTH GATE

Emaar-IGO has commenced handover of office units in the first phase of The Eighth Gate, which is fast evolving as the new business hub of Syria, featuring the new Damascus Stock Exchange building in addition to various other growth clusters.

Among other key projects that are being developed within The Eighth Gate are two new office buildings in the Financial District; the Damascus, Stock Exchange Building which is envisaged to become the financial nerve center of the country; and the Construction World Forum.

Emaar-IGO plans to have the Fashion House Building, dedicated to the textile sector and to host textile and clothing manufacturers, wholesalers and fashion designers, in The Eighth Gate. The building has been modelled after successful textile centres in countries such as China, Germany, Bangladesh, Turkey and South Korea. The development also includes 95,000 sq m retail mall – one of the largest in the region. The mall, which is a central part of the development, will open new opportunities in retail and leisure in Syria. It is being designed to include open air shopping and leisure precincts, and will offer refreshing shopping experiences in Damascus to cater for a wide range of customers.

Described as the no. 1 business hub in Syria, the integrated commercial precinct, when completed in phases, will feature a 30-storey tower, a number of office buildings that provide commercial space for brokers, bankers and other companies closely affiliated with the Damascus Stock Exchange, and hotels and serviced apartments amongst others.

The Eighth Gate has three zones - Commercial Centre, Waterfront and Touristic Area – and has been designed by internationally renowned designers.





TURKEY



EMAAR TURKEY

Emaar Turkey is the country-subsiary of Emaar Properties. Emaar Turkey has handed over the first phase of its first gated community project, Tuscan Valley which is now a full-fledged residential community.

TUSCAN VALLEY

Inspired by the Tuscan architectural style, and enriched with magnificent views of Büyükçekmece Lake and Marmara Sea, Tuscan Valley offers an elegant lifestyle for residents. The project is located in the western part of Istanbul, just 20 kms from Ataturk International Airport and 45 minutes from the city centre, over 1.7 million sq m of land.

Tuscan Valley includes 12 different types of villas, apartments and townhouses ranging in size from 149 to 940 sq m. The community includes fully-equipped facilities such as outdoor and indoor swimming pools, spa, tennis, squash and basketball courts and soccer fields. A modern Tuscan Shopping Arcade will meet the retail and lifestyle needs of residents.

Construction of the second phase of Tuscan Valley is progressing. In the second phase, in addition to the villas, there are also smaller-sized twin villas which are designed in the Tuscan architectural style. There are apartments with lake and sea views, as well as villa suites with gardens and terraces. Alongside the houses, the Tuscan Shopping Arcade is also part of the second phase with 25 stores and approximately 3,700 square meters of rentable commercial space.





NEW ISTANBUL DEVELOPMENT

Emaar Turkey acquired approximately 75,000 sq m of prime land in February 2008 to develop a mixed-use project in Libadiye.

Located in the Asian side of Istanbul within the junction of main highways, it is also in close proximity to the proposed metro line that will join the rail tube tunnel under the Marmara Sea connecting Asia to Europe.

The mixed-use project envisaged in the prime land will feature residences, retail, commercial space, leisure and entertainment components. Construction is expected to commence later this year.

The development will include one of the largest malls on the Asian side of Istanbul with a total leasable area of 137,000 square meters and a multi-storey tower designed by Foster + Partners.

INDIA

Emaar and MGF Developments Limited of India rolls out India's largest FDI in real estate through projects in 22 cities pan India.

Emaar MGF is currently undertaking projects in Punjab, Delhi, Haryana, Tamil Nadu, Rajasthan, Madhya Pradesh and Andhra Pradesh. The company has land reserves of more than 11,000 acres with total planned development of over 470 million sq ft.

Emaar's JV, Cyberabad Convention Centre Private Limited (CCCPL), built the country's largest and most technologically advanced conference centre – the Hyderabad International Convention Centre (HICC) – and Novotel Hyderabad. Emaar is also developing Boulder Hills, a residential cum leisure complex in Hyderabad.

EMAAR-MGF PROJECTS

Emaar-MGF has a rich portfolio of projects in several key destinations, in various stages of development.

Among key projects is Mohali Hills, a master-planned community spread over 3,000 acres in Mohali, Punjab. It features residential plots, town houses and villas, supported by an integrated infrastructure of civic amenities including landscaped gardens, shopping and recreational centres. Construction is progressing and is expected to be completed in 2012. Mohali Hills consists of about 14,768 freehold residential units spread over four distinct communities – Mohali Hills, The Views, The Villas and Central Plaza.





INDIA



Emaar MGF is developing Palm Drive, Palm Springs, Palm Hills, Palm Terrace Select and Emerald Hills in Gurgaon, close to New Delhi, with a combined area of 12.41 million sq ft.

PALM SPRINGS marked the launch of Emaar-MGF's first residential project in Gurgaon. Spanning across 20 acres, Palm Springs is a self-contained and amenity-rich community, providing a harmonious blend of lifestyle options; from low rise luxury villas to spacious apartment towers situated in acres of elegantly landscaped gardens and parks.

PALM DRIVE is a 31.6 acre residential development in Gurgaon, Emaar-MGF's second residential project after the Palm Springs. It will also have a mix of apartments and villas.

EMERALD HILLS is a 500 acre integrated master planned community with 112.3 acres consisting of 209 plots, 42 villas, 1,059 independent villa floors and 1,029 apartments. Construction is expected to be completed in 2012.

PALM HILLS consists of about 1,462 freehold residential apartments, and is planned for completion in 2012.

PALM TERRACE SELECT consists of about 278 freehold residential apartments, and is expected to be handed over in 2012.

CHENNAI ESPLANADE (Phase I), a 7 acre residential project (and part of a 14 acre project) in North Chennai has an estimated saleable area of 0.4 million sq feet all of which is currently under development. The project has 596 residential units of about 1,500 sq ft each, and is expected to be completed in 2012.





Boulder Hills, Hyderabad is a 510-acre integrated master planned community in Hyderabad. It will feature 4,380 residential units including single family villas, plots and apartments, an 18-hole championship golf course, a 4.4 million sq ft business park, golf club, country club and five star boutique hotel.

Emaar MGF also aims to become the provider of choice for real estate solutions for commercial and retail customers. These projects include the Palm Spring Plaza and the Palm Square – both in Gurgaon. Digital Greens is a commercial complex in Gurgaon, while Emerald Plaza, another complex also in Gurgaon, will be completed in 2012. Emaar MGF is also developing the Central Plaza, a retail complex in Mohali Hills.

Emaar-MGF has opened a five star hotel with 90 rooms in Jaipur, which is operated by Fortune Park Hotels Limited, a subsidiary of ITC Limited.

MOROCCO

Emaar Morocco is the wholly owned subsidiary of Emaar Properties, and is currently developing Amelkis Resort, Tinja and Saphira in Morocco, envisaged as world-class residential communities with strong focus on tourism, retail and office components.

TINJA

An integrated community featuring residential, commercial, retail and tourism components, Tinja is set to become a preferred investment and lifestyle destination following the Tangier Free Zone expansion, the opening of the Tangier Marina and the roll-out of high-speed trains that link Tangiers to Casablanca and Marrakech.

Only a ten-minute drive from Tangier International Airport and 20 minutes from the centre of Tangiers, Tinja is nestled between white sand beaches and natural indigenous forest, along 3 km of unparalleled beach front.

Featuring villas, townhouses, apartments, hotels as well as leisure clubs and facilities, Tinja offers Riviera living at its best, with eye-catching coastal views and world-class facilities. Residents can join three clubs – a beach club, spa club and equestrian forest club – featuring amenities such as restaurants, swimming pools, health and fitness facilities, and sports courts.

Tinja has four communities, each in a special location and with natural features that make the most of their surroundings. Emaar Morocco has developed a pristine Street of Dreams that provides customers a tangible overview of the homes and lifestyle experiences that await them.





SAPHIRA

Situated by the Atlantic coastline, in the capital city of Rabat, the waterfront development is envisaged to be the residential, commercial, leisure and tourism hub of the capital city of Rabat, one of the country's most famous historic and cultural centres.

With its striking Atlantic coastal location, a combination of modern and traditional architecture and a commercial heart, Saphira will provide high quality residential communities as well as a vast array of service and leisure facilities. The project will commence shortly with the construction of the Livia community.

AMELKIS RESORTS

A luxury residential, golf and leisure development in Marrakech spread over an area of over 3 million sq m, Amelkis Resorts is located in the heart of the Marrakech Palm Grove. The integrated lifestyle development is spread over a total area of over 30 million sq feet, and features ready-to-live-in Hattan Villas with golf and park views ranging in size from 3,000 to 4,000 sq ft, and land plots of size 8,500 to 20,000 sq feet.

The villas and land plot are set around a 36-hole golf course, one of the most challenging golf courses in the country, designed by Cabell B. Robinson. Offering residents the choice of tranquil living within a green golf environment, the Hattan Villa community has only 55 villas designed by renowned architects. Four world-class hotels will be part of the development.

LEBANON

BeitMisk is a residential community that spreads over approximately 655,000 sq m of an exceptionally pristine location in the Northern Metn region. The project consists of a major residential development that will comprise villas, townhouses and apartment buildings situated in a splendid rural setting and revolving around a vast community centre with retail and public squares. The development is managed by Emaar Lebanon.

Infrastructure for the development has been completed and the construction commenced in 2010. The customer response to the launch of the units has been excellent and the construction progress is ahead of the plan with first handover expected shortly.

CANADA

Emaar expanded its geographic presence in North America with a subsidiary of Emaar Properties, Emaar Canada, based in Vancouver, British Columbia, Canada.

Emaar Canada launched the sale of its first project, Wills Creek, which is situated in the prestigious community of South Surrey, British Columbia. The project comprises a variety of detached and semi-detached villas and a community centre; expansive green spaces on property with walking paths and salmon bearing stream; and close proximity to world class skiing and golfing venues. The homes are scheduled for completion in 2012 and 2013.





USA

Designed by some of the world's leading architects, designers and builders, Beverly West features just 35 highly customized residences in a 22-storey building rising above Beverly Hills.

The development is set amidst the green foliage of Los Angeles Country Club, between the Wilshire Corridor and Beverly Hills, two of the most prestigious stretches of real estate in Los Angeles. The residences open to uninterrupted views of the city as well as snow-capped mountains in the north and the Pacific Ocean to the west.

Beverly West offers two distinct residential living options. Home owners can choose from a selection of impeccably designed, fully furnished turnkey residences, or they maintain the option to customize their homes from entirely clean floor plates. Additionally, residents have around-the-clock access to in-house concierge services.

The residences, which range from 1,770 to 8,215 square feet, are pure luxury down to the smallest detail, incorporating top-of-the-line fixtures, finishes and appliances, creating some of the most enviable interiors Los Angeles.

The iconic, 22-storey design is the work of award-winning architect Richard Keating, whose residential high-rise structures are internationally recognizable.

CONTRIBUTING strongly



HOSPITALITY

“Emaar’s hospitality & leisure business, featuring a portfolio of prime hotel developments, witnessed 22 percent growth in revenue over 2010.”

Emaar Hospitality Group is the hospitality & leisure subsidiary of Emaar Properties PJSC. A strong contributor to the recurring revenues of Emaar Properties, Emaar Hospitality Group complements the company’s vision to develop integrated lifestyle communities, and drives the development of world-class hospitality assets.

Emaar’s hospitality & leisure business, featuring a portfolio of prime hotel developments in Dubai and an assortment of leisure facilities, contributed AED 1.22 billion (US\$ 332 million) to the company’s annual revenues in 2011, representing 15 per cent of the total and 22 percent higher than the 2010 revenue of AED 1 billion (US\$ 272 million).

Over the years, Emaar Hospitality Group has created a diverse portfolio of hospitality & leisure developments including hotels, serviced residences, lifestyle dining - cafés and restaurants, golf clubs, marina clubs, marinas, and a polo & equestrian club.

The flagship hotel brand of Emaar Hospitality Group is The Address Hotels + Resorts, which is defined by its one-size-fits-one approach to offer tangible guest benefits backed by superior service standards in hotels situated in spectacular locations.

Today, five hotels operate under the portfolio of The Address Hotels + Resorts in Dubai alone, in addition to The Address signing management contracts to operate luxury hotel and resort properties in key international markets, complementing the geographic expansion of Emaar Properties.

Emaar also partners with hospitality operators such as Southern Sun and Troon Golf in managing respective assets. Southern Sun, Africa's leading hotel group, currently manages and operates two four-star hotel properties – Al Manzil and Qamardeen Hotels at The Old Town in Downtown Dubai. Troon Golf manages The Address Montgomerie Dubai's championship golf course.

Emaar Hospitality Group is also redefining the luxury dining segment of Dubai through its Lifestyle Dining division, which currently operates three stand-alone restaurants including At.mosphere, the world's highest restaurant located in Burj Khalifa, as well as Downtown Deli and Madeleine Café & Boulangerie, both in The Dubai Mall. Opened last year, At.mosphere, an innovative lounge and grill, was in the global spotlight in 2011, when it was officially recognised as the 'Highest Restaurant from Ground Level' by Guinness World Records.

The Group also manages two cafés located in Downtown Dubai. Saha Café is a coffee shop located in The Address Downtown Dubai, set by the lake side offering magnificent views of Burj Khalifa and The Dubai Fountain. Boulevard Café, a Parisienne sidewalk café located in Al Manzil hotel, is where guests can enjoy a variety of pastries and beverages.

Emaar Hospitality Group also manages an assortment of serviced residences, some of them operating under the rental pool program of The Address Hotels + Resorts, and others under Emaar's Nuran Serviced Residences portfolio. The Nuran Marina Serviced Residences operate at Dubai Marina – the first of the serviced residences under the Nuran brand – and at The Greens, another master-planned community of Emaar.





The leisure assets of Emaar Hospitality Group have also established a strong business imprint, as highlighted by the Arabian Ranches Golf Club featuring a world-class desert golf course, and the Dubai Polo & Equestrian Club, which pays rich tribute to the equestrian heritage of the Arab world.

The company operates the Dubai Marina Yacht Club, a spectacular marine-themed leisure destination located in Dubai Marina, the waterfront lifestyle development by Emaar Properties. Emaar Hospitality Group also manages the marinas in the Dubai Marina community, which overlook the Arabian Sea.

As Emaar Properties expands to key new geographies in the Middle East & North Africa, the Indian Subcontinent and East Asia, Emaar Hospitality Group will support the company's growth ambitions by creating and managing vibrant hospitality & leisure assets.

THE ADDRESS HOTELS + RESORTS

The Address Hotels + Resorts, the five star premium hotel brand launched by Emaar Hospitality Group, marks the integration of Emaar Hospitality Group's offerings to provide the entire gamut of services including operating luxury hotels and resorts.

Bringing a fresh identity to the hospitality services sector of Dubai, The Address is a modern brand that focuses on a 'one size fits one' strategy where benefits to guests are the priority. Positioning its messaging as 'where life happens',





The Address Hotels + Resorts offers a more personal and approachable experience to guests in a lifestyle environment, whether it be business, leisure or group travellers. ‘Where life happens’ demonstrates the versatile approach of The Address to servicing every targeted customer – guaranteeing a first-class hospitality experience for every guest.

The Address chooses central locations to offer its customers the best in entertainment, leisure and overall convenience. Diverse on-site food and beverage options, premier health and wellness facilities and iconic attractions in close proximity enhance the overall experience, differentiating it from its competitors. The experience offered is a key driver in the overall messaging of The Address.

Joining hands with Skywards, the frequent flyer programme of Emirates Airline, The Address Hotels + Resorts rewards guests staying at their hotels with Skywards Miles. They can also earn Miles by using various hotel amenities and services during their stay.

The Address Hotels + Resorts, today, has a portfolio of five properties in Dubai. These are: The Address Downtown Dubai (opened on October 1, 2008), The Address Dubai Mall (opened on September 9, 2009), and The Address Dubai Marina (opened on October 29, 2009).

The Address Hotels + Resorts assumed the management of The Address Montgomerie Dubai in October 2009 and manages The Palace - The Old Town, a luxury hotel in Downtown Dubai, which has 242 well-appointed guest rooms and suites.

Voted as 'The Best Hotel in the World' at the Global Traveller Awards 2011 and 'UAE's Leading Business Hotel Award' at the World Travel Awards 2011, The Address Downtown Dubai is the flagship property of The Address Hotels + Resorts. Facing the iconic Burj Khalifa, the world's tallest building, the 63-storey hotel is the second tallest building in Downtown Dubai. It offers 196 spacious and contemporary rooms, including 25 suites and 626 serviced residences with spectacular views of Burj Khalifa and The Old Town.

THE ADDRESS DUBAI MALL is a luxury 5-star hotel linked to the world's largest shopping and entertainment destination – The Dubai Mall. Adjudged as the 'Middle East's Leading Shopping Destination Hotel' at the World Travel Awards 2011, the hotel is located 15 minutes away from Dubai International Airport. An exclusive personal fashion advisor service is on offer to hotel guests to draw further on the hotel's unique location next to The Dubai Mall and its array of high-fashion stores. The Address Dubai Mall is the first in the region to offer this unique service which can be booked through the hotel's 24 hour Guest-Engagement department.

THE ADDRESS DUBAI MARINA has a prime location in one of Dubai's most popular lifestyle districts. Dubai Marina Mall, linked to the hotel, houses 160 retail stores. Dubai Marina Yacht Club, located less than 500 metres away, lends guests an alternative and original venue for dining, relaxing and yachting opportunities. The hotel won the award as 'Dubai's Leading Meetings & Conference Hotel' at the World Travel Awards 2011. The hotel offers 200 rooms including 28 suites and a Presidential Suite, and 442 serviced apartments, and features five restaurants and lounges.





An impressive Arabesque hotel located on The Old Town Island in Downtown Dubai, THE PALACE - THE OLD TOWN was adjudged as 'Dubai's Leading City Resort' at the World Travel Awards 2011 and 'Best City Resort Hotel' laurel at Gulf Connoisseurs Awards 2011. Open since September 2007, the hotel has 242 well-appointed guestrooms and 81 suites including the imperial suite with an enchanting Middle Eastern ambience. The hotel is surrounded by a lake and offers prime views of the world's tallest tower, Burj Khalifa and The Dubai Fountain. The Palace - The Old Town is directly connected with the Souk Al Bahar, a modern shopping destination with Arabesque architectural features and is in close proximity to The Dubai Mall, the largest shopping and entertainment destination in the Middle East.

An idyllic golf retreat, THE ADDRESS MONTGOMERIE DUBAI is the first operational retreat hotel under The Address Hotels + Resorts portfolio. Adjudged as 'Middle East's Leading Golf Course' for the second consecutive year at the World Travel Awards in 2011, the championship golf course at the retreat was designed by Colin Montgomerie in association with Desmond Muirhead, and is managed by the world's foremost luxury golf brand, Troon Golf. The Address Montgomerie Dubai offers 21 stylish boutique guest rooms, each generously sized, which are minimalist in design and contemporary chic.

THE ADDRESS HOTELS + RESORTS: INTERNATIONAL PRESENCE

Emaar Hospitality Group plans to take The Address brand across key markets in the Middle East, North Africa, the Indian Subcontinent and Southeast Asia through management contracts.

OTHER HOTEL ASSETS

Emaar Hospitality Group owns two popular hotels in Downtown Dubai – Al Manzil and Qamardeen. Combining hi-tech business environments with a traditional Arabian feel, Al Manzil and Qamardeen are four-star deluxe hotels operated by the South African Hotel group Southern Sun.

AL MANZIL, ideal for business travellers, features ground plus eight floors and offers 197 rooms. The hotel has several restaurants and three meeting rooms to seat up to 130 people and a 12-seater boardroom.

QAMARDEEN sports a fashionable, hip alternative décor style, and with ground plus 5 floors, the hotel has 186 rooms including suites. In addition to a choice of restaurants, the hotel features two boardrooms for meetings.

Both hotels have a large swimming pool and modern fitness facilities, and offer free WiFi access with complimentary internet connectivity in all rooms.

LIFESTYLE DINING

Emaar Hospitality Group's Lifestyle Dining division has set a new benchmark in hospitality services in Dubai, underlining the company's focus on adding value to the business through world-class assets.





E



Launched in 2010 with its first two restaurants Downtown Deli and the Madeleine Café & Boulangerie – both located in The Dubai Mall – Emaar Hospitality Group earned international headlines with the opening of At.mosphere, the world’s highest restaurant at Burj Khalifa.

AT.MOSPHERE

Situated at a height of 442 metres (1,350 ft), At.mosphere holds the Guinness World Record for the Highest Restaurant from Ground Level, and is an exclusive fine dining restaurant and lounge, located on Level 122 of Burj Khalifa, the world’s tallest building.

MADELEINE CAFÉ & BOULANGERIE

Madeleine Café & Boulangerie is located on the first floor of The Dubai Mall and provides guests with breathtaking views of The Dubai Fountain from its outdoor terrace. The restaurant offers a casual dining experience, perfect for a quick meal after a shopping spree with friends or family.

CAFÉS

Emaar Hospitality Group also manages two cafés located in Downtown Dubai. Saha café is a coffee shop in The Address Downtown Dubai set by the lake side offering magnificent views of Burj Khalifa and The Dubai Fountain. Boulevard Café, a Parisienne sidewalk café located in Al Manzil hotel, serves a variety of pastries and beverages.





ARABIAN RANCHES GOLF CLUB

Arabian Ranches Golf Club was built as a true 18 hole, par 72 signature course designed by Ian Baker-Finch in association with Nicklaus Design. Past the immaculate grass of the fairways and greens, golfers enter the “sandy waste”, with indigenous shrubs and bushes. All standards of golfers will appreciate the GPS (Global Positioning System) yardage service available on every golf cart.

The Spanish Colonial style Arabian Ranches Clubhouse features the Ranches Restaurant, with a terrace offering panoramic scenic views over the 9th and 18th holes. Within the Clubhouse there are 11 luxurious en-suite guest rooms all offering spectacular views of the golf course.

DUBAI POLO & EQUESTRIAN CLUB

Dubai Polo & Equestrian Club extends over 68 acres of desert landscape. Apart from polo, regarded as the Sport of Kings, the Club hosts show jumping and dressage, horse riding and desert hacking. It has 336 stables, 25 paddocks, two polo fields, one practice field and two riding/ show jumping arenas. The all-weather surfaces of the riding, show jumping and dressage areas are regarded as amongst the best in the region.

The Club has a unique Spanish hacienda-styled clubhouse, where guests can relax at one of four stylish lounges or dine al fresco at the Palermo Restaurant. The grand patio at the Saha Courtyard is an ideal function venue. The Club also offers all modern amenities required for business meetings and conferences. The Angsana Spa at the Club offers total body pampering for guests, while fitness enthusiasts can head to the well-equipped gymnasium and pool. The Club also houses the Al Fursan Tack Shop.

DUBAI MARINA YACHT CLUB

Dubai Marina Yacht Club is the port authority for all operations and berthing in the Dubai Marina canal, a 3.5-kilometre manmade waterway running through the prestigious Dubai Marina residential development. The four marinas bring the total available berths to over 500 yachts ranging from 6-40 metres in length.

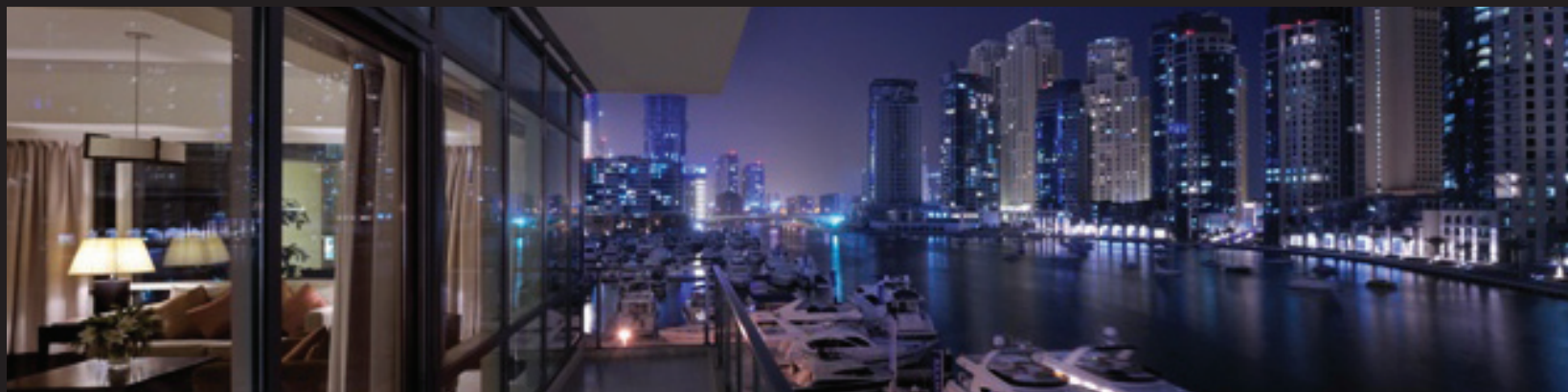
Dubai Marina Yacht Club has added to its portfolio with a prestigious Clubhouse: a striking purpose-built venue for entertaining social groups and business colleagues. Fully licensed restaurants are open to the public at Dubai Marina Yacht Club. The Club also boasts the Al Dana conference rooms which can accommodate up to 150 guests.

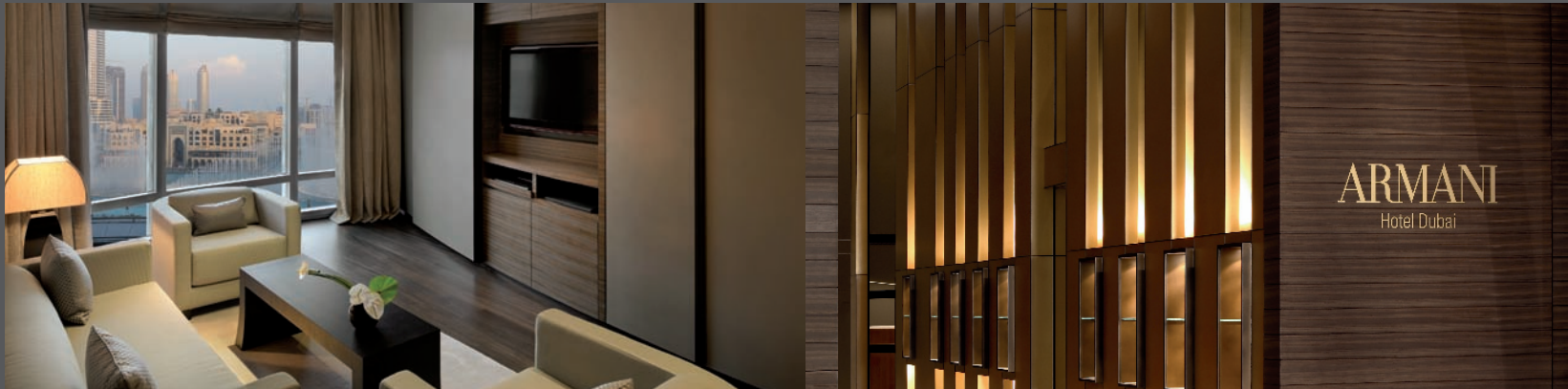
NURAN SERVICED RESIDENCES

Nuran Serviced Residences offers fully-serviced apartments defined by exceptional guest experiences for transient travellers and guests on extended stays for assignments and relocation.

The brand name is derived from the Arabic word, 'Nuran', which means two lights, representing the sun and the moon. All residences are fully equipped with modern household conveniences and appliances, and recreational facilities include a complete range of health and fitness facilities within the premises.

Nuran Marina Serviced Residences at Dubai Marina – the first of the serviced residences under the Nuran brand, and the Nuran Greens Serviced Residences. Nuran Marina Serviced Residences offers 90 furnished residences which are fully serviced, ranging from studios to three-bedrooms while Nuran Greens offers 230 apartments from studios to two-bedrooms.





EMAAR HOTELS & RESORTS

In another key addition to its hospitality portfolio, Emaar unveiled its first overseas Armani Hotel, Armani Hotel Milano in Italy in November 2011. This follows the success of the flagship Armani Hotel Dubai, located in Burj Khalifa, which opened in April 2010.

ARMANI HOTEL DUBAI

Armani Hotel Dubai is the world's first hotel designed and developed by Giorgio Armani. Every detail in the hotel bears the Armani signature, beginning with the warm Italian-style hospitality and moving to each element of the design. Nestled in Burj Khalifa and occupying the concourse level to level 8 and levels 38 and 39, Armani Hotel Dubai offers sweeping views of the city. It has 160 guest rooms and suites, seven restaurants, exclusive retail outlets and a spa. The hotel restaurants offer cuisines from Japanese, Indian, Mediterranean and fine-dining Italian. Leisure options include the world's first in-hotel Armani/SPA; Armani/Galleria a haute couture boutique; Armani/Dolci, an elegant Italian confectionery and Armani/Fiori, a floral boutique.

ARMANI HOTEL MILANO

Armani Hotel Milano is located in the heart of Milan, within the extraordinary palazzo at Via Manzoni 31, originally designed by Enrico A. Griffini and completed in 1937 in the rationalist style of the time. Luxury, calm and beauty are fostered in pure Armani style, imparting a new aesthetic excellence to the concept of comfort. The hotel has 95 rooms and suites, and also feature the Armani/Ristorante offering superb traditional Italian gastronomy; the Armani/Lounge with the Armani/Bamboo lounge looks out over the skyline; the Armani/SPA consisting of six dedicated treatment rooms; and the Armani/Business Centre, which extends over 200 square metres with a private conference room and two boardrooms.

DRIVING diversification



MALLS, RETAIL, HAMPTONS

“ With The Dubai Mall,
the world’s most visited shopping
and tourism destination,
the rental portfolio of Emaar Malls
Group increased 13% over 2010. ”

Emaar Malls Group LLC, the shopping mall and retail subsidiary of Emaar, drives the company’s diversification into retail and entertainment. Emaar Malls Group currently manages and operates a number of successful shopping centres in Dubai including The Dubai Mall, one of the world’s largest shopping and entertainment destinations, located in the heart of the Downtown Dubai, the flagship mega-project of Emaar.

Emaar Malls Group also owns and manages Souk Al Bahar, an Arabesque shopping and entertainment development on The Old Town Island, also in Downtown Dubai; Dubai Marina Mall, a lifestyle shopping mall for residents of the Dubai Marina community; Gold & Diamond Park, a shopping destination dedicated to gold and jewellery; and several retail community centres in Emaar’s master-planned communities.

With The Dubai Mall, the flagship development of Emaar establishing itself as the world’s most visited shopping and tourism destination marking record visitor arrivals of 54 million in 2011, the rental portfolio including shopping malls, retail business and commercial leasing of Emaar contributed AED 2.14 billion (US\$ 583 million) to annual revenues, representing 26 per cent of the total. This is 13 percent higher than the shopping malls & retail revenues of AED 1.9 billion (US\$ 517 million) in 2010.

THE DUBAI MALL

Located in the heart of the prestigious Downtown Dubai mixed-use development, The Dubai Mall is the largest shopping and entertainment destination in the world.

The Dubai Mall achieved a record-smashing year in 2011 to become the world's most-visited shopping and leisure destination, welcoming more than 54 million visitors in 2011 which was 15% percent higher than 47 million visitors in 2010.

Emaar has announced an ambitious expansion of The Dubai Mall, to add over 1 million square feet to the existing 12 million square feet development. The expansion will take The Dubai Mall and Downtown Dubai into the next era in retailing, entertainment and lifestyle. The new addition will include the introduction of new hotel rooms as well as entertainment and lifestyle choices, and will draw on the most advanced technologies to offer an integrated mix of retail and entertainment that will meet the requirements of the visitors.

As part of the expansion programmes, Emaar has also launched a project to build a 820-metre long pedestrian link that directly connects the Burj Khalifa/The Dubai Mall Metro Station with the iconic attractions in Downtown Dubai, including the mall and Burj Khalifa, the world's tallest building.





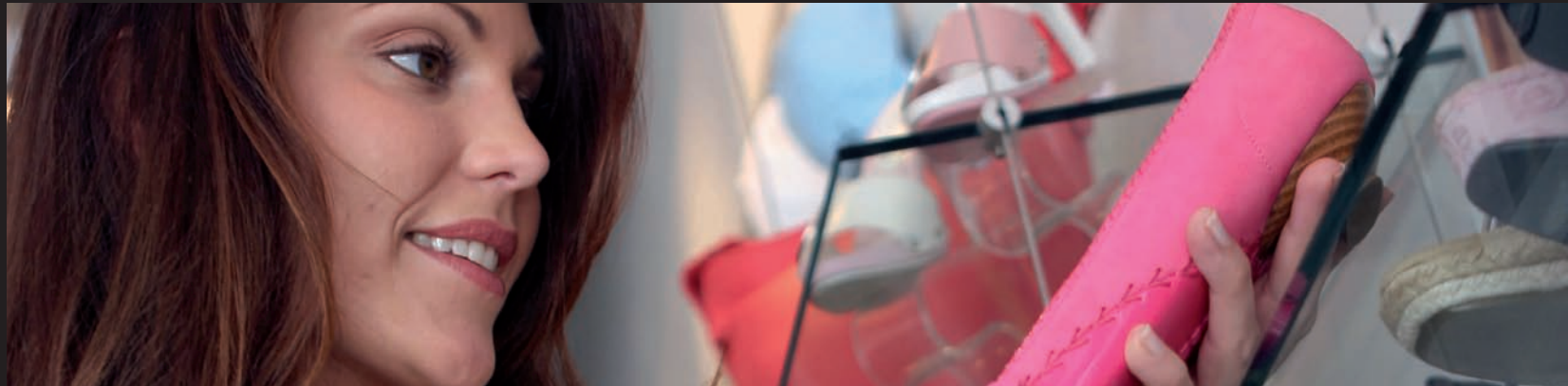
Scheduled to be operational in 2013, 'The Dubai Mall Metro Link' is one of the longest pedestrian walkways that links the Dubai Metro with The Dubai Mall, and is expected to significantly enhance the convenience of visitors to the mall. It is also billed to reduce vehicular traffic within the immediate vicinity of the mall.

With a total internal floor area of 5.9 million sq ft, The Dubai Mall offers 3.77 million sq ft of gross leaseable space and currently features more than 1,200 retail outlets, two anchor department stores and over 160 food and beverage outlets.

The Dubai Mall offers an unparalleled retail mix combined with world-class dining, entertainment and leisure attractions. The 440,000 sq ft Fashion Avenue dedicated to haute couture positions the mall as the fashion capital for the region. It also features a Gold Souk and The Grove, an open air streetscape with a fully retractable roof, offering a year-round outdoor experience.

A prime attraction is Dubai Aquarium & Underwater Zoo, featuring a 270-degree walkthrough tunnel and the world's largest acrylic viewing panel. The mall's strong family entertainment components include KidZania®, an innovative children's 'edutainment' concept that has been introduced to the region; SEGA Republic, a 76,000 sq ft indoor theme park; the 22-screen Reel Cinemas with a total seating capacity of 2,800; and the Olympic-sized Dubai Ice Rink keeping adults and children entertained all-year round.

For visitors, there is also an adjoining 5-star premium hotel, The Address Dubai Mall, and covered car parking for over 14,000 vehicles.





DUBAI MARINA MALL

Dubai Marina Mall, which opened in December 2008, is a lifestyle shopping destination for residents and visitors of the Dubai Marina community. The mall currently has over 140 retail outlets and provides an exciting mix of tenants including a supermarket, fashion wear, accessories, jewellers, boutiques, book & toy shops and children entertainment, in addition to a food court and the 6-screen premium Reel Cinemas.

Sporting a distinctive architectural style with a circular atrium that makes utmost use of its waterfront location, the mall is linked to The Address Dubai Marina hotel and serviced residences with 442 luxury one, two, three and four-bedroom apartments and penthouses.

In 2011, Dubai Marina Mall achieved environment-friendly benchmarks within mall operations attaining 25 per cent reduction in electricity use and 30 per cent water conservation compared with 2010. Currently 70 per cent of the mall's common areas depend on natural daylight when possible; and all fluorescent lighting in the common areas are being phased out, replaced with efficient LED lighting.

Setting new trends in green mall management, Dubai Marina Mall has set up a roof garden to reduce heat transmission and improve absorption and the windows have been tinted to reduce heat transmission, in turn lowering cooling costs.

Dubai Marina Mall is easily accessed by Marina residents by foot, while bicycle paths and parking make access easy for the cyclist. The Roads & Transport Authority has introduced Taxi and Water Ferry services from Dubai Marina Mall station in the Marina Canal, adjacent to the mall.

SOUK AL BAHAR

Souk Al Bahar is a spectacular dining, leisure and shopping destination with Arabesque architectural features located at The Old Town Island in Downtown Dubai. Meaning ‘Market of the Sailor,’ the mall derives its name from its Souk-style architecture. The distinguishing features include natural stone corridors, high archways, subdued lighting and unique ‘waterfront’ location on Burj Lake.

Souk Al Bahar is centrally located in the heart of Dubai – in Downtown Dubai, described as ‘The Centre of Now – and is directly linked to The Dubai Mall, the world’s largest shopping and entertainment destination, through a bridge over the lake.

The Arabesque-themed lifestyle F&B destination complements the retail offerings of The Dubai Mall and completes the visitor experience in Downtown Dubai. The mall also opens to spectacular views of Burj Khalifa and The Dubai Fountain – two icons of modern Dubai.

Souk Al Bahar is renowned for its extensive spread of unparalleled culinary delights – including top class restaurants, chic café bistros and music lounges. The wide choice of restaurants and lounges offer al fresco dining at its best with several of the outlets framing the waterfront promenade opening to uninterrupted views of The Dubai Fountain show. With easy access from Sheikh Zayed Road, Souk Al Bahar also offers 2,200 parking spaces for visitors.





GOLD & DIAMOND PARK

Launched in May 2001, the Gold & Diamond Park has 90 retail outlets dedicated to the gold and jewellery trade. The complex also offers 350 commercial units for a variety of business sectors and 118 manufacturing units for the gold and jewellery industry.

A sought-after shopping destination, the Gold & Diamond Park is situated in a prime and convenient location midway between Dubai Marina and Dubai's city centre, on Sheikh Zayed Road.

The Gold & Diamond Park also has cafés and a restaurant to cater for shoppers and neighbouring businesses, and parking space for over 750 vehicles. Jewellery enthusiasts have the option of commissioning their own designs and having them handcrafted within a short time frame at the onsite manufacturing site.

RETAIL COMMUNITY CENTRES

Emaar Malls Group's community portfolio includes: Arabian Ranches Community Centre, Emirates Hills Town Centre, Emaar Towers, Downtown Dubai, Marina Walk, The Greens Village, The Lakes Village, The Meadows Village and The Springs. These are lifestyle centres dedicated to providing daily convenience retail for residents.

EMAAR RETAIL

Emaar Retail LLC manages the business operations for The Dubai Mall and Dubai Marina Mall's leisure and entertainment brands including Dubai Aquarium & Underwater Zoo, Dubai Ice Rink, KidZania®, SEGA Republic, Reel Cinemas and ARMANI/CASA.

In 2011, Emaar Retail LLC welcomed more than 4.75 million visitors to its varied attractions in Dubai during 2011, recording a growth of over 13 percent in visitor numbers compared with 2010. Dubai Aquarium & Underwater Zoo welcomed over 1.1 million residents and tourists in 2011, while Reel Cinemas, SEGA Republic, KidZania® and Dubai Ice Rink also reported robust visitor turnout.

DUBAI AQUARIUM & UNDERWATER ZOO is a flagship of Emaar Retail LLC's diverse entertainment portfolio. Located at the centre of The Dubai Mall, Dubai Aquarium is one of the largest indoor aquariums of its kind in the world at 51 m x 20 m x 11 m and holds the Guinness Record for 'The World's Largest Single Acrylic Panel' - 32.88 m long x 8.3 m high. Dubai Aquarium & Underwater Zoo has over 33,000 aquatic animals, representing over 250 species, including Sharks and Stingrays.

The Underwater Zoo, an interactive, educational centre on Level 2, takes visitors through 42 additional displays over three aquatic environments. There are several unique exhibits including Creepy Crawlies and Antarctic Gentoo penguins that appeal to all visitors. Underwater Zoo also features two specialised education programmes for schools, catering to a wide range of age groups and topics of study. Visits to Dubai Aquarium & Underwater Zoo are approved by the UAE Ministry of Education as part of educational curriculum.





Dubai Aquarium & Underwater Zoo also offers exciting Shark Dives for the public, for experienced divers and for those who have never dived before, as well as Speciality Dives, Cage Snorkelling Experiences, Glass Bottom boat rides, the Aquarist Programme for children, Summer Camps and educational programmes for schools called The Ocean School Education Programme.

DUBAI ICE RINK is an Olympic-sized ice rink offering year round entertainment at The Dubai Mall. Public skating and disco sessions are popular with the public. Skating lessons are on offer, as well as private or group skating lessons. Dubai Ice Rink also offers Birthday Parties, and various summer skating camps for children and adults.

An official venue of the recent Emirates Hockey League Cup, Dubai Ice Rink hosts unique offerings such as fashion show on ice and go karting on ice in addition to being a choice venue for big-screen telecast of popular sporting events. The ice rink can duplicate as a multi-purpose venue for private functions and corporate events. Dubai Ice Rink also features The Skate Shop, for all ice skating accessories and souvenirs.

KIDZANIA® is an award-winning children's 'edutainment' concept that has been introduced to the region for the first time through an exclusive partnership with Emaar Retail LLC. KidZania® is an 80,000 sq ft interactive mini-city that provides children the ultimate in role-playing experiences, combining play with learning in a fun and innovative approach. Children can role-play over 80 different professions.

Approved by the UAE Ministry of Education to host educational site tours as part of the curriculum, KidZania® has, to date, hosted over 1,100 school visits and more than 120,000 students, offering them unique insights into various professions. The schools that have undertaken the tours include those from across the UAE as well as eight educational institutions and over 225 students from Bahrain, Qatar, Saudi Arabia, Kuwait and Nigeria, highlighting the increasing popularity of KidZania® as a vocational training destination for institutions across the region.

KidZania® Dubai clinched the Image Retail ME Award 2011 as ‘Most Admired Retailer of the Year – Leisure & Entertainment’ and won the award for ‘Innovation in Retail’ at the Retail City Awards 2011. It was ‘Highly Commended’ at the Global Retail & Leisure International (RLI) Awards in the ‘Most Innovative Retail and Leisure Concept of the Year Award’ category and was also a finalist at the Cityscape Awards for Architecture 2011 in the ‘Leisure – Built’ category.

A new wave of high-adrenaline gaming leisure in Dubai is offered by SEGA REPUBLIC, an indoor theme park focused on action, adventure and entertainment. The two-level 76,000 sq ft adventure zone is developed by Emaar Retail LLC in partnership with SEGA Corporation, Japan’s leading indoor theme park developer. SEGA Republic offers visitors of all ages the opportunity to discover the worlds they wish to explore through a variety of themed zones – Wild Adventure, Speed Zone, Cyberpop Zone, Sports Zone and Redemption Zone. From virtual reality and arcade games to simulation activities and physical sports games and over 250 amusement games, SEGA Republic will thrill all visitors.





REEL CINEMAS operate under Reel Entertainment LLC, a subsidiary of Emaar Retail LLC. It has already set a new standard in the cinema experience in the region with its flagship megaplex open at The Dubai Mall and the region's first premier boutique cineplex at Dubai Marina Mall. Reel Cinemas has 22 screens at The Dubai Mall – the largest of its kind in the region – and six premier screens at Dubai Marina Mall.

Reel Cinemas, at The Dubai Mall and Dubai Marina Mall, have welcomed more than 4.5 million visitors since their opening. The flagship 22-screen megaplex at The Dubai Mall welcomed close to 2 million cine-goers in 2011, marking a solid growth in audience turnout compared with 2010.

Emaar Retail LLC has partnered with Giorgio Armani S.p.A to open the flagship store of ARMANI/CASA in The Dubai Mall, which will be followed by other stores in the region. The Armani/Casa store offers a full collection of furniture, accessories, fabrics, ornaments and lighting as well as modular bathroom arrangements and kitchen systems – all personally designed by Mr Giorgio Armani.

HAMPTONS MENA

Hamptons MENA is the property service company of Emaar Properties PJSC with a diverse project portfolio across the emerging markets. The company also offers property management, valuations and research, advisory and mortgage services.



SPREADING regionally

OTHER SECTORS

“Our portfolio of retail assets continues to grow regionally with 3 major shopping destinations currently under either design or construction.”

THE EIGHTH GATE MALL, SYRIA (UNDER DESIGN)

The Eighth Gate Mall, part of Emaar's mixed-use project in Syria, has been designed over two-and-a-half levels with approximately 94,000 sq m of gross floor area and 65,550 sq m of net lettable area. The retail offer will feature fashion and accessories, extensive indoor/outdoor F&B, and an entertainment precinct.

NEW ISTANBUL CENTRE, TURKEY (UNDER CONSTRUCTION)

Emaar Malls is consulting Emaar Turkey on retail development, leasing and future management of the centre, which will offer a total leasable area of 137,684 sq m of retail over three levels. It will feature over 410 stores, 4,100 car parks and large scale family based entertainment amenities.

UPTOWN CAIRO MALL

Uptown Cairo, Emaar Misr's master-planned community in Egypt, will feature the Uptown Cairo Mall and Uptown Town Centre, with an array of retail stores and boutique outlets showcasing traditional craftsmanship with an approximate size of 135,000 sq m of lettable area.



LEADING the way





BOARD OF DIRECTORS

As of April 2012

H.E. MOHAMED ALI RASHED ALABBAR

Chairman

Mohamed Alabbar is the founding member and Chairman of Emaar Properties PJSC since the Company's inception in July, 1997.

Chairman of the Bahrain-based Al Salam Bank, an Islamic bank, Mr Alabbar is also a Board Member of Noor Investment Group, an affiliate of Dubai Group, the leading diversified financial company of Dubai Holding.

Mr Alabbar is currently spearheading Emaar's growth strategy of global expansion and business segmentation into property development, hospitality & leisure, shopping malls, healthcare, education and financial services. He also heads Emaar's joint venture with Italy's Giorgio Armani to set up the Armani-branded luxury hotel and resort chain in key international destinations.

Mr Alabbar chairs Emaar MGF, the joint venture of Emaar and MGF Developments Limited of India, rolling out the country's largest FDI in real estate. He is also the Chairman of RSH Limited, the leading pan-Asian marketer, distributor and retailer of international brand-names.

FDI magazine, published by the Financial Times Group, named Mr Alabbar as "Middle East Personality of the Year." Arabian Business, the leading regional business magazine, ranked him second in its 2009 list of Power 100: The World's Most Influential Arabs.

Mr Alabbar holds an Honorary Doctorate in Humanities and is a graduate in Finance and Business Administration, both from Seattle University in the United States.

He works closely with regional NGOs, and is especially committed to the cause of educational reform. A keen sportsman, he is an active member of UAE endurance horse racing community.





Mr. HUSSAIN AHMAD DHAEN AL QEMZI
Vice Chairman

A seasoned banker with over 28 years of experience working with the leading financial institutions in the UAE, Mr. AlQemzi now leads Noor Investment Group (NIG), and its flagship entity Noor Islamic Bank (NIB) as its Group CEO.

A UAE National, Mr. AlQemzi is an insightful leader with proven experience of incubating, leading and managing strategic ventures and business transformation initiatives. During his tenure as CEO, Noor Islamic Bank has received 19 prestigious industry awards, amongst which are Best New Bank in the Middle East, Banker Middle East Industry Awards 2009; Best Deal of the Year 2008, Islamic Finance News; Best New Product Award, Banker Middle East Product Awards 2011 and Deal of the Year 2011 in the Islamic Finance category for the European regional awards, The Banker. As a result of his achievements Mr AlQemzi was awarded the prestigious 2010 'CEO of the Year Award' in the Islamic Banking category at the CEO Middle East Awards.

Prior to his appointment as GCEO of NIG and NIB Mr. AlQemzi was the Chief Executive of Sharjah Islamic Bank and a former Board member of Dubai Financial Market (DFM), and Dubai International Financial Exchange (DIFX).

Mr. AlQemzi also served as Chief Operating Officer of the Dubai International Financial Centre (DIFC), and is credited with laying the ground for the world class financial hub.

In addition, to his roles at NIG and NIB, Mr. AlQemzi is the Chairman of the Board of Directors of the Awqaf and Minors Affairs Foundation, Vice Chairman of Emaar Properties PJSC and is a member of the Board of Directors of the DIFC Supreme Council, DIFC Authority and Emirates Institute for Banking and Financial Studies.



Mr. AHMED BIN JAMAL BIN HASSAN JAWA

Director

Ahmed Jawa, a Saudi Arabian entrepreneur, fits the profile of a true international business magnate who has proven credentials in the US, Europe – including France, the Middle East and North Africa and the Indian Subcontinent.

Cutting his teeth in business on his own, Ahmed was fresh from college when he established Starling Holding Limited, a global investment group that deals with private equity and direct investments worldwide (www.starlinggroup.com). He also established Contracting and Trading Company (CTC), which oversees investment opportunities and options in the GCC region and the Middle East.

His expertise, professionalism and contribution to international business was underscored at the World Economic Forum in 1996 in Davos, Switzerland, where he was honoured as one of the ‘Global Leaders of Tomorrow.’

Ahmed is credited with introducing a range of Walt Disney licensed products to the Middle East markets through the Disney-Jawa Enterprises, a joint venture between the Walt Disney Company and the Jawa family. Helming the JV as Chairman, he supervised the sales and marketing of Disney computer software, interactive multimedia, toys, home furnishing, personal care products, consumer electronics and English and Arabic videos in the region.

Moreover, Ahmed served as Board member of Tricon Group, a US based oil and securities trading firm from 1983 to 1991. He was also Chairman of Stallions Home Video LLC, a video distribution company in the Middle East, and successfully spearheaded the anti-piracy initiative in the region. He is Board member of Emaar, the Economic City, Member of the Executive Committee and Chairman of the Nomination and Remuneration Committee, a company listed on the Saudi Arabian stock exchange, and involved in the development of the Middle East’s largest private sector Project – King Abdullah Economic City. He is Board member of Emaar Turkey and serves on the Board of Emaar MGF India. Ahmed is a Board member of Al Salam Bank and Member of the Executive Committee, a Bahraini publicly traded Islamic bank. He is also Board member of RAK Petroleum, an oil exploration company partly owned by the Ras Al Khaimah Government. Moreover, he served on the Boards of the Novapark Swiss Hotel Group and Mirapolice, an entertainment company that builds theme parks in France. He also served as Chairman of Coflexip Saudi Arabia, a joint venture with the French giant Elf Aquitaine, which was only one of two companies in the 1980s involved in laying underwater pipes for crude oil transmission.

Ahmed, born in Jeddah in 1956, holds a Bachelor of Science in Business Administration and a Masters in Business Administration (MBA) from the University of San Francisco.





Mr. FADHEL ABDULBAQI ABUALHASAN ALALI
Director

Fadhel A. B. Al Ali, a non-Executive Director, was appointed to the Board of Emaar Properties PJSC, on April 23, 2012.

He is a member of the Dubai Holding Executive Committee, and serves as a director on the Boards of Jumeirah Group LLC, Du/Emirates Integrated Telecommunications Company PJSC, Dubai Financial Services Authority, and Cyprus Popular Bank (previously called Marfin Popular Bank).

Fadhel is currently Executive Chairman - Operations of Dubai Holding, having earlier served as its Chief Financial Officer. He provides strategic and operational leadership for the organization and its various business entities. He was instrumental in developing Dubai Holding's short-term and long-term financial strategy to manage funding volume and to allocate capital resources to the various businesses.

He has considerable experience in the finance industry which includes several years at Citibank where he served on a number of roles. His last held position at Citibank was UAE Distribution Head, prior to moving to Dubai Holding.

Fadhel holds a B.Sc. (Honours) in Industrial and System Engineering from the University of Southern California, and holds a Certificate of Finance from the American University of Sharjah. He has attended several professional development programmes.



Mr. JAMAL MAJED KHALFAN BIN THANIYEH
Director

Jamal Majid Bin Thaniah has served as a Director and Vice Chairman of DP World since 30 May 2007 and became a Non-Executive Director on 27 October 2009. He joined Dubai Ports in 1981 and, from 2001, led Dubai Ports Authority. He is the Group Chief Executive Officer of Port & Free Zone World, and in this role he oversees P&O Ferries and Economic Zones World, which includes Jebel Ali Free Zone. He also serves as Vice Chairman of Istithmar World Holdings LLC and Istithmar World PJSC and as a Non-Executive Director of Etihad Rail (Abu Dhabi).



Mr. AHMAD THANI RASHED AL MATROOSHI
Director

Ahmad Thani Al Matrooshi serves as Managing Director of Emaar Properties in the United Arab Emirates, as he directly oversees all the Company's operations within the UAE. In addition to his position at Emaar Properties, Ahmad currently holds the following positions:

Position	Company
Dubai Property Society	Chairman
Emrill Services LLC	Chairman
Dubai Investment Park	Vice-Chairman
Supreme Council for Energy	Member of the Consultation Committee
Emaar Utilities	Chairman

Ahmad holds memberships to a number of important organizations in Dubai, like Dubai Investment Park and Dubai Ethics Resource Center. Moreover, Ahmad is Founder and Chairman of the non-profit Dubai Property Society (DPS), he is dedicated to an ongoing forum that ensures a code of ethics for real estate practices and procedures.

Prior to joining Emaar in 2005, Ahmad held the position of Chief Executive Officer at the government-run Dubai Development Board (DDB) for almost a decade. At the DDB, Ahmad ensured affordable housing and competitive financing rates to all residents across the Emirate. Before this move, Ahmad worked for 14 years as Deputy Director of the Dubai Chamber of Commerce & Industry.

Born and brought up in Dubai, Ahmad holds a Bachelor of Arts in Public Administration and a Diploma in Property Management from NCFE - UK.



Mr. MARWAN ABEDIN

Director

Marwan Abedin, a non-Executive Director, was appointed to the Board of Emaar Properties PJSC, on April 23, 2012.

Marwan is a member of the Board of Directors of Dubai Healthcare City Authority, and is currently the Chief Executive Officer of the Dubai Financial Support Fund, an entity created in 2009 to support the strategically important entities of Dubai impacted by the Global Financial crisis.

He worked as Director of Debt Management at the Government of Dubai Department of Finance and was responsible for the treasury and debt issues related to the public sector entities.

Marwan played a key role in investor relations on behalf of Dubai after the Dubai World Restructuring and overall development of GCC debt capital markets over the last 3 years. He has led many landmark debt issuances for the Government which include the first 10 year MENA unrated sovereign issuance in 2010 and first GCC Toll Road (SALIK) monetisation in 2011. Both these transactions have won various Awards including the Structured Finance Deal of the Year 2011 from Islamic Finance News and Middle East Transport/Road Deal of the Year from Project Finance magazine.

Marwan worked as Director at Emirates National Securitization Corporation, advising and originating on various transactions notably the US\$ 4 billion THOR asset purchase program for DEWA in 2007. He also worked for Merrill Lynch in the US and Dubai branches, as well as with the National Bank of Dubai.

He is a graduate in Economics & Political Science from Wake Forest University in the US, and was the first UAE national to be accredited by the NASD as a General Securities Representative (Series 7). He is a Committee Member of the Bretton Woods Committee DC, Economic Club of New York, Association of Corporate Treasurers Dubai. He is also a Fellow of the Wharton Fellows Programme, USA.



Mr. ABDULLA MOHAMMED SAEED
ALGHOBASH

Director

Abdulla Mohd Saeed Al Ghobash, a non-Executive Director, was appointed to the Board of Emaar Properties PJSC, on April 23, 2012.

Abdulla Ghobash started his banking career in 1981 with UAE Central Bank as young UAE national trainee. In 1982, he then moved to National Bank of Abu Dhabi, today it is one of the World's 50th Safest Banks with network of 110 branches in UAE and nearly 50 branches outside UAE. Since his appointment, he worked in various Divisions and Branches of NBAD until 1992 when he was promoted as Regional Manager Northern Emirates. He was an active member in bank's achieving the Dubai Quality Awards in 2002 also lead NBAD during IMF/World Bank Meeting Dubai 2003. He is a well-known figure in business circles with a proven track record of escalating growth. In NBAD he has been member of their Asset Management Group, Leasing Committee, Investment Committee and is currently a Senior Management member of NBAD team.

Apart from Emaar, he is also Board Member of Dubai International Financial Centre (DIFC) the Higher Board of Directors, Etisalat & Member of Etisalat's Investment Committee, Nasdaq Dubai, Bourse Dubai, Emirates Banks Association, Emirates Institute of Banking & Financial Studies and Awafaq for Minor Affairs Foundation.

A graduate in Public Administration from the UAE University, Al Ain, he has a Diploma in Overall Banking from Citibank, and completed the Advanced Management Programme for Overseas Bankers from Wharton Business School in Philadelphia (USA).



Mr. ARIF OBAID SAEED ALDEHAIL
Director

Arif Obaid Saeed Al Dehail Al Mehairi, a non-Executive Director, was appointed to the Board of Emaar Properties PJSC, on April 23, 2012.

The Chief Executive Officer of Department of Planning & Development – Trakhees & Director General of Ports Customs & Free Zone Cooperation, Arif has extensive experience in International ports and terminal operations and management. He held previous leading positions in DP World since 1991 as Assistant Managing Director - Projects Development Department of DP World – UAE Region, and prior to that, Senior Vice President - Global Operations & Engineering and Acting Senior Vice President & Managing Director for Africa region. He also served on several key roles in DP World and Dubai Ports Authority as Chief Operating Officer of DP World – UAE Region.

Arif has worked on several key projects in UAE and internationally within the Portfolio of DP World including the Megamax Terminal 2 Project, Terminal 3 (planning stage). He was actively involved with the master plan development at Jabel Ali and lead the cost effectiveness initiative at DP World UAE region. He was a board member at DP World in Sukhna – Egypt - 2008. He was recognized as valued contributor in successful integration of DPA, DPI & CSXWT P&O.

Arif was also awarded at Dubai Government Program (DGEP) 2006 as distinguished employee Nominee / DP World Best Employee 2006.

He is a graduate in Geo Economics from UAE University, and holds Diplomas in Shipping & Ports Management from Singapore Port Authority and University of Delaware; and a Diploma in International Program for Port Planning and Management from the Port of New Orleans, Louisiana, USA and he has completed a Senior Executive Program at Harvard Business School, Boston USA - 2004.



Mr. ABDUL RAHMAN HAREB RASHED
AL HAREB

Director

Abdulrahman Hareb Rashid Al-Hareb, a non-Executive Director, was appointed to the Board of Emaar Properties PJSC, on April 23, 2012.

He is also the Chairman of the Board of TAIB Bank and Oman National Investment Corporation Holding; Chairman of Dubai Aerospace Enterprise Audit Committee and a board member of StandardAero.

With over 15 years of experience in audit, risk management and banking, he is currently Head of Group Audit of Dubai Holding, responsible for managing, planning and supervising the annual audit, overall risk assessment, internal control structure and corporate governance evaluation. He also oversees the auditing of all Dubai Holding subsidiaries.

Abdulrahman has held various senior positions in National Bank of Dubai and Financial Audit Department. He was also Vice President, Internal Audit Manager at Dubai Islamic Bank.

He is a graduate in Business Administration from the Seattle University, USA, and is a member of the American Institute of Certified Public Accountant. Abdulrahman is also a Certified Internal Auditor and a member of the Board of the UAE Internal Audit Association.



Mr. ABDULLAH SAEED BIN MAJED BELYOAHAH
Director

Abdulla Saeed Belyoahah, a non-Executive Director, was appointed to the Board of Emaar Properties PJSC, on April 23, 2012.

He is a Board Member of the National Bonds Corporation and a member of its Audit Committee. He has served as Head of Operations of the Dubai Financial Support Fund.

Abdulla is the Acting Director of Debt Management Division of the Department of Finance - Government of Dubai, and is responsible for the consolidation of Dubai sovereign debt, establishing the Debt Management Office and investor relations.

He has worked on several key financing initiatives of the Government of Dubai including the US\$1.93 billion Sukuk in 2009, the US\$1.25 billion bonds in 2010, the US\$800 million Salik Securitisation Programme in 2011, and US\$675 million Al Sufouh tram financing in 2011. He was actively involved in the successful completion of the restructuring of Dubai World and Nakheel.

Earlier associated with his family business – Emirates Macaroni – handling Procurement & Marketing, he started his professional career with Istithmar, served in the consumer products and real estate verticals. He worked on several key acquisitions and strategic divestments, and evaluated real estate investment opportunities globally.

Abdulla is a graduate in Commerce & Administration from the American University in Dubai, and has won several awards for his work on Salik Securitisation and other financial strategies.

SPEARHEADING achievements



PRINCIPAL OFFICERS

As of May 2012

Ahmed Thani Al Matrooshi

Managing Director
Emaar Properties PJSC

Low Ping

Group Chief Executive Officer
Emaar Properties PJSC

Ayman Hamdy

Executive Director - Legal &
Company Secretary
Emaar Properties PJSC

Amit Jain

Executive Director- Finance
Group Chief Financial Officer
Emaar Properties PJSC

Kenneth Foong

Chief Information Officer
Emaar Properties PJSC

Mohamed El Dahan

Executive Officer - Group Business
Development & Operations
Emaar Properties PJSC

UNITED ARAB EMIRATES

Issam Galadari

Chief Executive Officer
Dawahi & Emaar Dubai Operations

Robert Booth

Chief Executive Officer
Emaar Dubai Real Estate

INTERNATIONAL

Fred Durie

Chief Executive Officer
Emaar International

Egypt

Mohamed El Dahan

Chief Executive Officer
Emaar Misr

Hazem Ashry

General Manager
Emaar Misr

India

Shravan Gupta

Executive Vice Chairman &
Managing Director
Emaar MGF Land Private Limited

Jordan

Peter Titus

General Manager
Emaar Jordan

Morocco

Yves Delmar

Chief Executive Officer
Emaar Morocco

Pakistan

Fred Durie

Acting Chief Executive Officer
Emaar Pakistan

Emaar Middle East

Ahmad Al Kulli

General Manager
Emaar Middle East

Saudi Arabia

Fahad Al-Rasheed

Chief Executive Officer and
Managing Director
King Abdullah Economic City

Syria

Nidal Turjman

Acting General Manager
Emaar IGO

Turkey

Ozan Balaban

General Manager
Emaar Turkey

BUSINESS SEGMENTS

Malls and Retail

David Thurling

Vice President
Emaar Malls Group LLC

Nasser Rafi

Chief Executive Officer
Emaar Malls Group LLC

Arif Amiri

Chief Executive Officer
Emaar Retail LLC

HOSPITALITY

Haroon Siddiqui

Senior Management Team
Emaar Hospitality Group

OTHER BUSINESSES

Ali H. Odeh

Chairman and Chief Executive Officer
Turner International Middle East LLC

Arif AlHarmi

Chief Executive Officer
Amlak Finance PJSC

Mohammad Al Raqbani

Chief Executive Officer
Emaar Industries and Investments PVT LLC



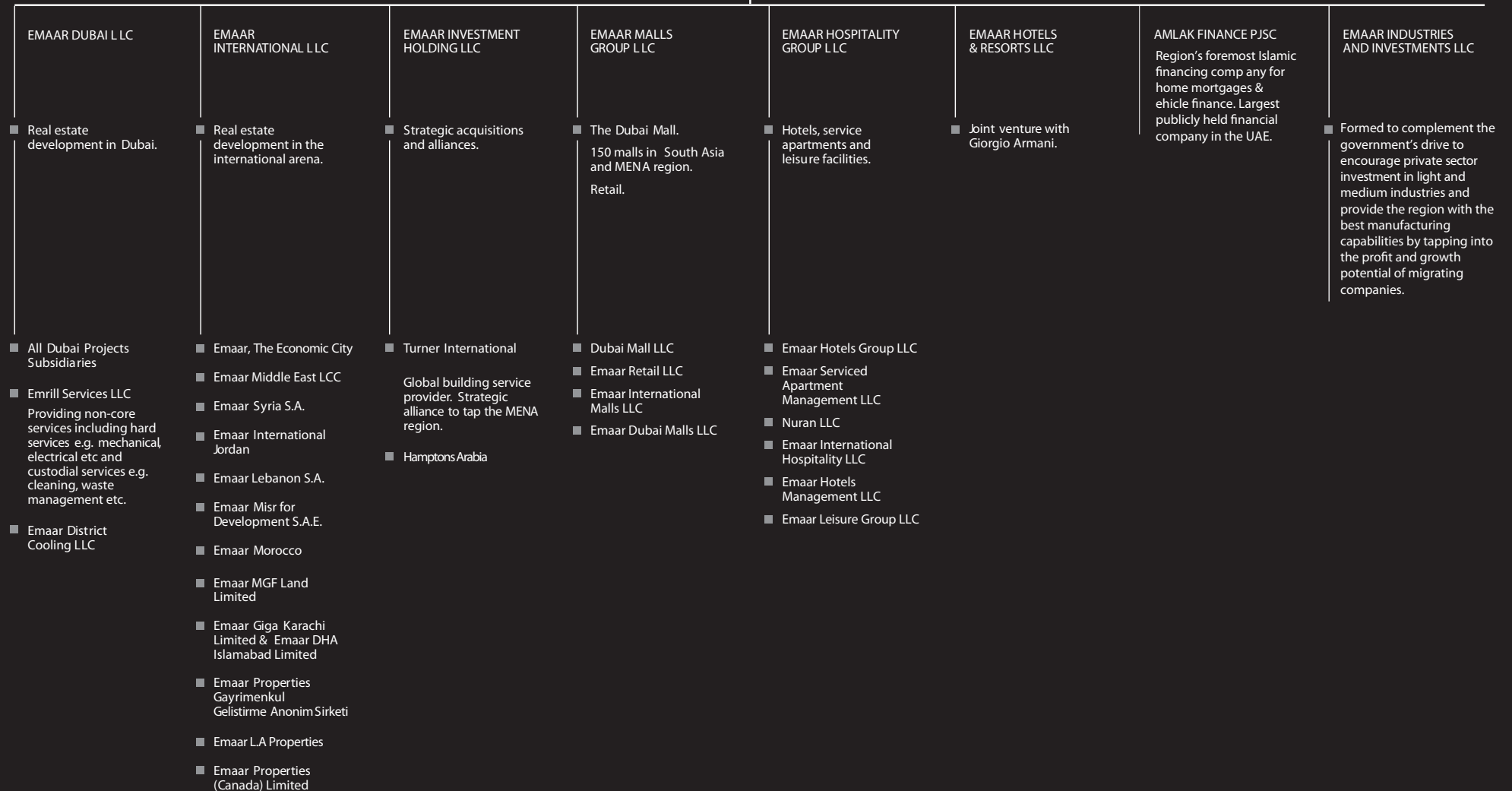


STRUCTURED for success

GROUP STRUCTURE

As of April 2012

EMAAR PROPERTIES PJSC





DELIVERING results

MANAGEMENT STRUCTURE

As of May 2012

BOARD OF DIRECTORS

					Mohamed Ali Alabbar Chairman			
					Hussain Al Qemzi Vice Chairman			
Abdulla Mohammed Saeed AlGhobash Director	Marwan Abedin Director	Jamal Majed Khalfan Bin Thaniyeh Director	Arif Obaid Saeed Aldehail Director	Ahmed Jamal Jawa Director	Abdul Rahman Hareb Rashed Al Hareb Director	Fadhel Abdulbaqi Abualhasan Alali Director	Ahmad Thani Al Matrooshi Director and Managing Director	Abdulla Saeed Bin Majed Balyoahah Director

CORPORATE OFFICE

				Low Ping Group Chief Executive Officer				
Amit Jain Group Chief Financial Officer	Mohammed El Dahhan Executive Officer Group Business Development and Operations	Fred Durie Chief Executive Officer International	Ayman Hamdy Executive Director Legal & Company Secretary					
				Kenneth Foong Chief Information Officer				
								Salman Sajid Head of Internal Audit

EMAAR DUBAI - REAL ESTATE	DAWAHI AND EMAAR DUBAI OPERATIONS	EMAAR INTERNATIONAL LLC	EMAAR INVESTMENT HOLDING LLC	EMAAR MALLS GROUP LLC	EMAAR HOSPITALITY GROUP LLC	AMLAK FINANCE PJSC	EMAAR INDUSTRIES AND INVESTMENTS PVT LLC
■ Robert Booth Chief Executive Officer	■ Issam Galadari Chief Executive Officer	■ Saudi Arabia Emaar, The Economic City Fahad Al-Rasheed Chief Executive Officer Emaar Middle East Ahmad Al Kulli General Manager	■ Turner International Middle East L LC Ali Odeh Chairman & Chief Executive Officer	■ David Thurling Vice President ■ Nasser Rafi Chief Executive Officer ■ Emaar Retail Arif Amiri Chief Executive Officer	EMAAR HOTELS & RESORTS LLC Joint venture with Giorgio Armani Haroon Siddiqui	Arif Alhamri Chief Executive Officer	Mohammad Al Raqbani Chief Executive Officer
		■ Syria Nidal Turjman Acting General Manager					
		■ Jordan Peter Titus General Manager					
		■ Lebanon TBA Managing Director					
		■ Egypt Mohammed El Dahhan Chief Executive Officer					
		■ Morocco Yves Delmar Chief Executive Officer					
		■ India Shravan Gupta Executive Vice Chairman & Managing Director					
		■ Pakistan TBA Chief Executive Officer					
		■ Turkey Ozan Balaban General Manager					

