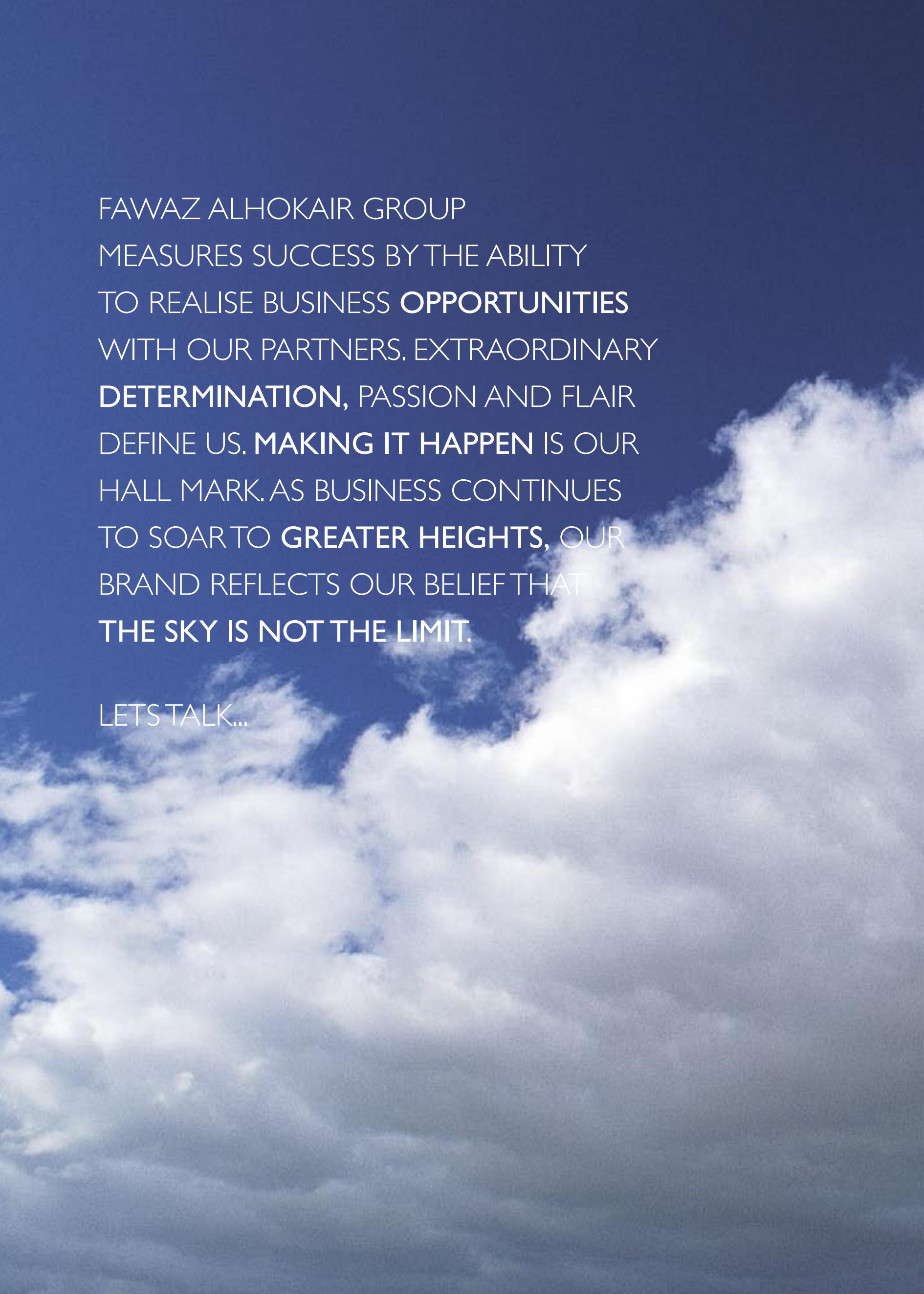


فواز الحوكاير
FAWAZ ALHOKAIR



...LET'S TALK

A photograph of a clear blue sky with scattered white, wispy clouds. The clouds are more concentrated in the lower half of the frame, creating a sense of depth and openness.

FAWAZ ALHOKAIR GROUP
MEASURES SUCCESS BY THE ABILITY
TO REALISE BUSINESS **OPPORTUNITIES**
WITH OUR PARTNERS. EXTRAORDINARY
DETERMINATION, PASSION AND FLAIR
DEFINE US. **MAKING IT HAPPEN** IS OUR
HALL MARK. AS BUSINESS CONTINUES
TO SOAR TO **GREATER HEIGHTS**, OUR
BRAND REFLECTS OUR BELIEF THAT
THE SKY IS NOT THE LIMIT.

LET'S TALK...



PLEASED TO MEET YOU

In little over 16 years, Fawaz Alhokair Group has established itself as one of the top ten commercial entities in the Kingdom of Saudi Arabia - an outstanding achievement which we are justifiably, very proud of.

Looking back to 1990, when my two younger brothers and I set up in partnership, we quickly identified potential opportunities in the fashion retail franchising sector. By entering into long term relationships with the best international brand names, Fawaz Alhokair Group has built an exceptional reputation over the years as a dynamic and successful innovator, and a pioneering market leader.

I feel a strong sense of satisfaction in our achievements. We are fortunate to work with partners, suppliers and colleagues who share our progressive vision. Enduring long term relationships developed on the principles of honesty, trust and transparency have been integral to our accomplishments.

We truly have an exceptional team of highly experienced professionals. Each individual's commitment and dedication to being the best in the business drives us onwards and upwards. Our people are our greatest asset and hope!

In the last few years, we have become increasingly more ambitious, setting challenging goals in existing business sectors, and also identifying new emerging growth opportunities. As perpetual innovators, we embrace and welcome change wholeheartedly. As the business climate in the Kingdom evolves, Fawaz Alhokair Group is determined to be at the forefront of setting up new industries and developing prospective opportunities to their full potential.

THE SKY IS NOT THE LIMIT...



VISION BEHIND THE MISSION

We are honoured to name some of the world's leading brands as our partners. Like them, we share a simple vision and philosophy; just to be the best in the business!

As a world-class organisation, we mix the best international practices with local market knowledge and expertise, seeking continual process refinement. We thrive on new challenges and are fiercely protective of our market leadership. That is why some of the world's most successful companies have chosen Fawaz Alhokair Group as their partner of choice in Saudi Arabia and beyond.



OUR NEW IDENTITY

It reflects the drive and strength that is inherent in not only the man, Fawaz Alhokair, but the entire Group which has been built on a foundation of entrepreneurial spirit and drive.

Elegant yet dashing, it portrays a dynamic company with a unique flair for conducting business.

Bold use of deep blue colour is representative of the solid nature of the business and its power and professionalism. The distinct platinum outline reflects quality and the refinement which we, as a Group apply to our everyday practices.





Harry Potter

10-36-10

THE ULTIMATE RETAIL RECIPE

Fawaz Alhokair Group is the undisputed leader in fashion retailing, and by successfully expanding beyond its core business, it has executed a strategic plan of diversification into potential growth areas and new industries. Building on the success of the fashion retail business, the Group aims for a leadership position in any business category that it enters into.

Currently the Group operates over 60 international franchises through a growing network of 740 fashion stores, retail outlets and hypermarkets and is active in the following sectors:

Fashion retail

Real estate

Large format retail

Food and entertainment

Emerging businesses target growth in automotive, financial services, healthcare, fitness, energy and telecommunications sectors.

Over 6,000 employees based throughout Saudi Arabia share the dynamic vision of Fawaz Alhokair. Through an active vertical integration of fashion, food, hypermarkets and real estate businesses, plus the right mix of brands and sector diversification, Fawaz Alhokair Group can justifiably claim to offer current and future brand partners **the ultimate retail recipe!**

HIGHLIGHTS

Projected group turnover in excess of **SAR 5 billion** for 2006 / 7

Threefold expansion targeted in the next 5 years

Over **50 international fashion brand franchises** across a network of 630 stores

8 international food franchises across a network of 100 outlets

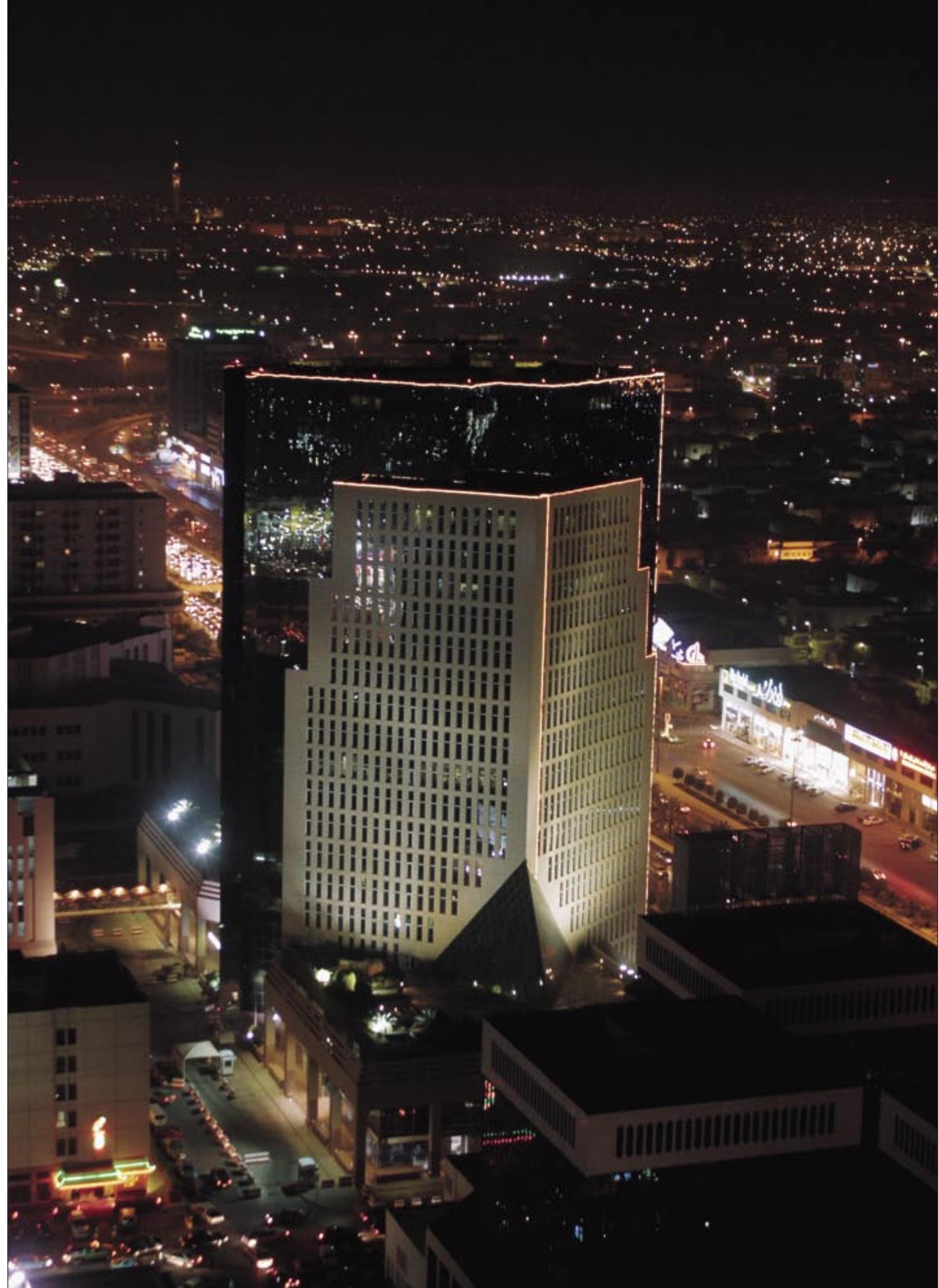
Fawaz Alhokair Group is currently the largest owner and operator of shopping malls in Saudi Arabia commanding over **5 million square feet** of prime retail real estate

5 Géant hypermarkets in just 2 years, with **over 100,000 m²** of retail space and 15 more hypermarkets planned in the next 2 years

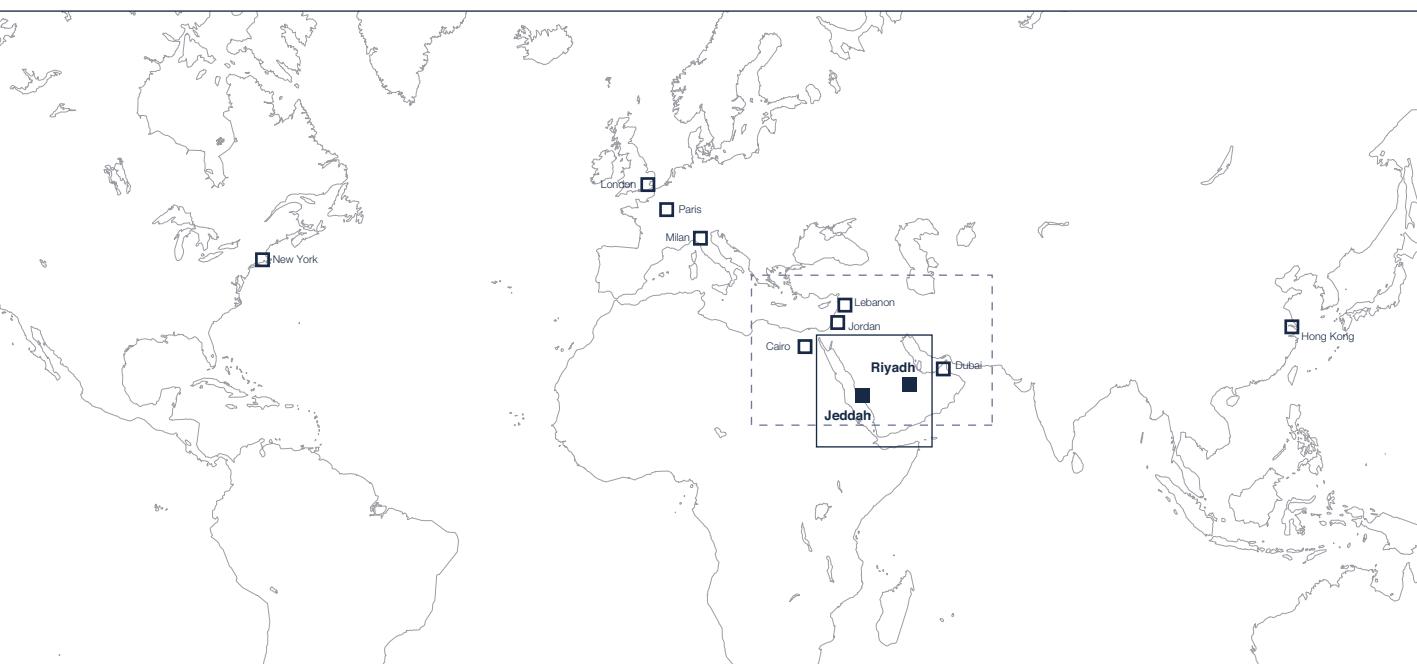
Workforce strength currently exceeds **6,000 employees**

Over **12 million customers** were served and in excess of 15 million items were retailed in 2005

Awarded the prestigious **OECD MENA Investor of the Year** Award for 2006, in the 'Significant Employment Generating Investment' category



SAUDI ARABIA – RETAILER'S DREAM



The Kingdom of Saudi Arabia is a diverse and fascinating country, one steeped in history and heritage. It is also the spiritual home of Islam.

Occupying an area of 1,960,582 km², Saudi Arabia represents four-fifths of the Arabian Peninsula. Holding 25 percent of the world's proven oil reserves, Saudi Arabia has emerged from being an underdeveloped desert Kingdom in the early 1900s to become one of the wealthiest nations in the Middle East region.

50 percent of the Saudi population is below 19 years of age and is one of the youngest in the region, if not the world! Saudi consumers are becoming increasingly sophisticated and discerning in their tastes. Heavily influenced by global brands and international trends, they are open to new concepts and demand the highest levels of choice, service and value.

Riyadh is the capital and it is also home to Fawaz Alhokair Group headquarters, whilst the city of Jeddah has long been recognised as the country's commercial and cultural gateway.

REGIONAL GROWTH

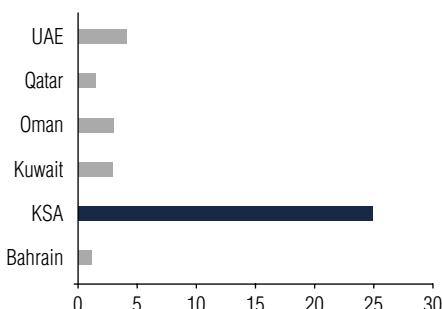
Saudi Arabia represents a remarkable opportunity for investment and potential returns. The undisputed economic powerhouse of the Middle East region, Saudi Arabia is the primary market for Fawaz Alhokair Group operations, based on the country's financial superiority and stability and the prospect of great returns.

The other Gulf economies are witnessing an unprecedented boom and the Group is expanding to tap into opportunities in the region.

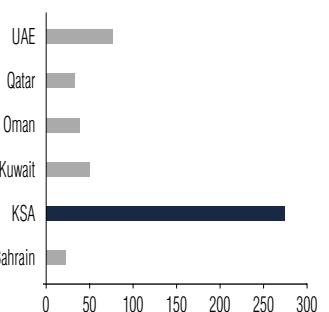
RETAIL GROUP

Lebanon 2004
UAE 2005
Jordan 2006
Egypt 2006

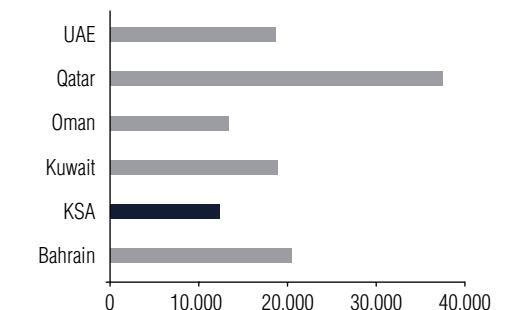
POPULATION



GDP - PPP (US\$ BN)



GDP / CAPITA (PPP - US\$ MN)



FAWAZ ALHOKAIR GROUP



Fawaz Alhokair Group is today a diversified and dynamic organisation. Driven by new opportunities, success and achievement, the group has grown organically. Company activities have been structured through vertical integration of complementary businesses.

As a whole, the group offers a comprehensive array of mutually exclusive, yet balanced interests which provide an ideal foundation to facilitate diversification and expansion strategies. The group's decentralised structure further contributes to progressive and holistic growth in line with overall objectives and strategies.

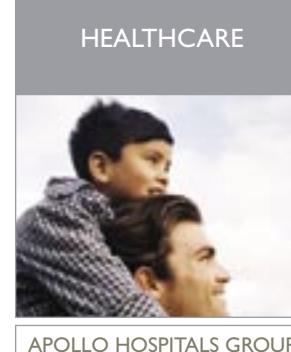
EMERGING BUSINESS

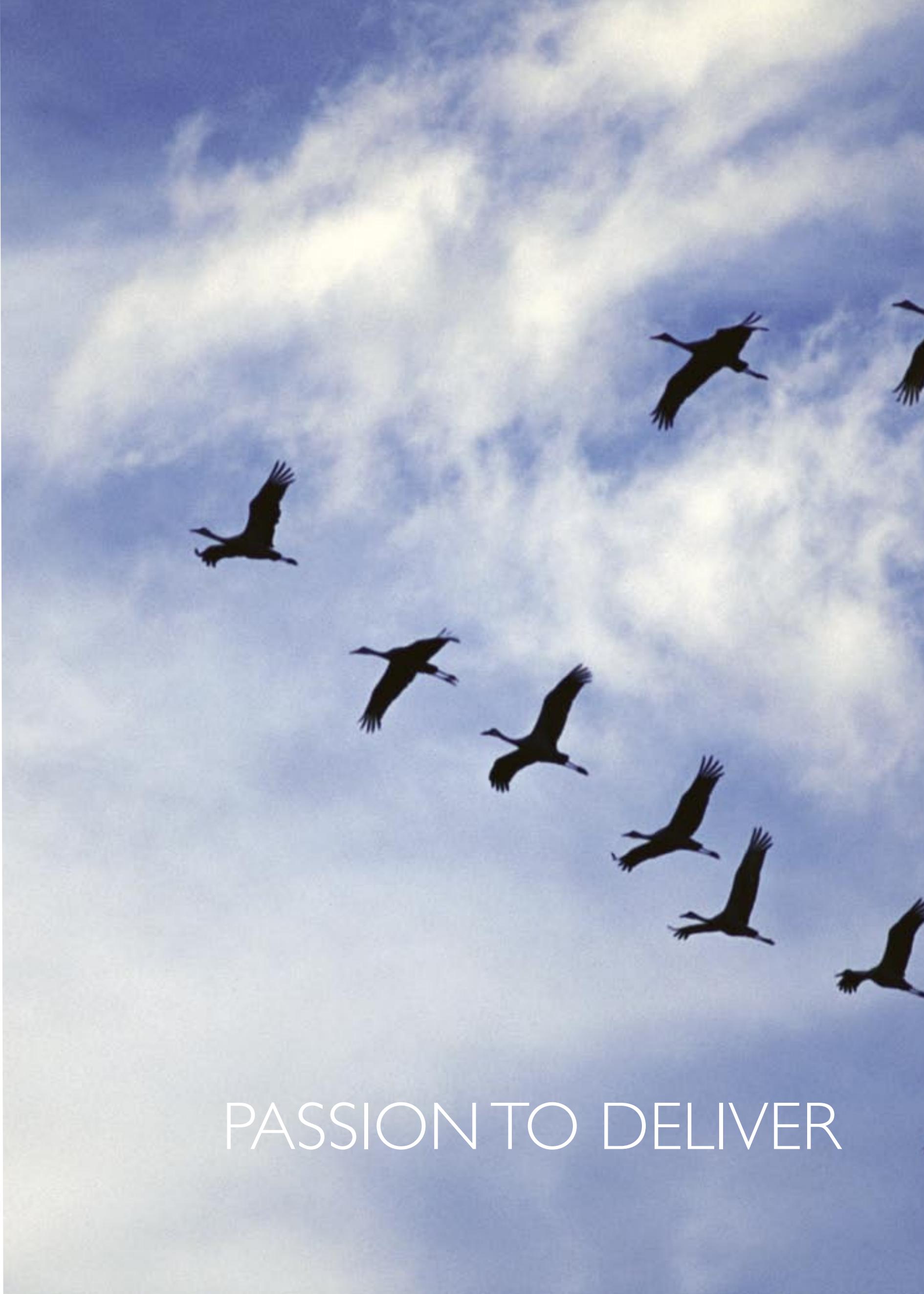
Emerging business interests identified as potential growth segments are financial services, fitness and leisure, healthcare, automotive and telecommunications. Fawaz Alhokair Group is actively progressing business opportunities in all of these sectors.



ALHOKAIR TELECOM

FIRST MOTOR COMPANY



A photograph showing several birds in flight against a backdrop of a cloudy sky. The birds are dark silhouettes, and the sky is a mix of white and blue clouds.

PASSION TO DELIVER

PHILOSOPHY

LEADERSHIP IN EVERY BUSINESS

Each of the Group's business divisions is inspired by the success and dominance achieved by the fashion retail division. This has instilled a competitive spirit amongst Group companies, as each is determined to attain a leadership position in their respective market segment. Through a combination of opportunity analysis, strategic vision and unwavering commitment, leadership is not just a goal but an eventuality.

MAKE IT HAPPEN ATTITUDE

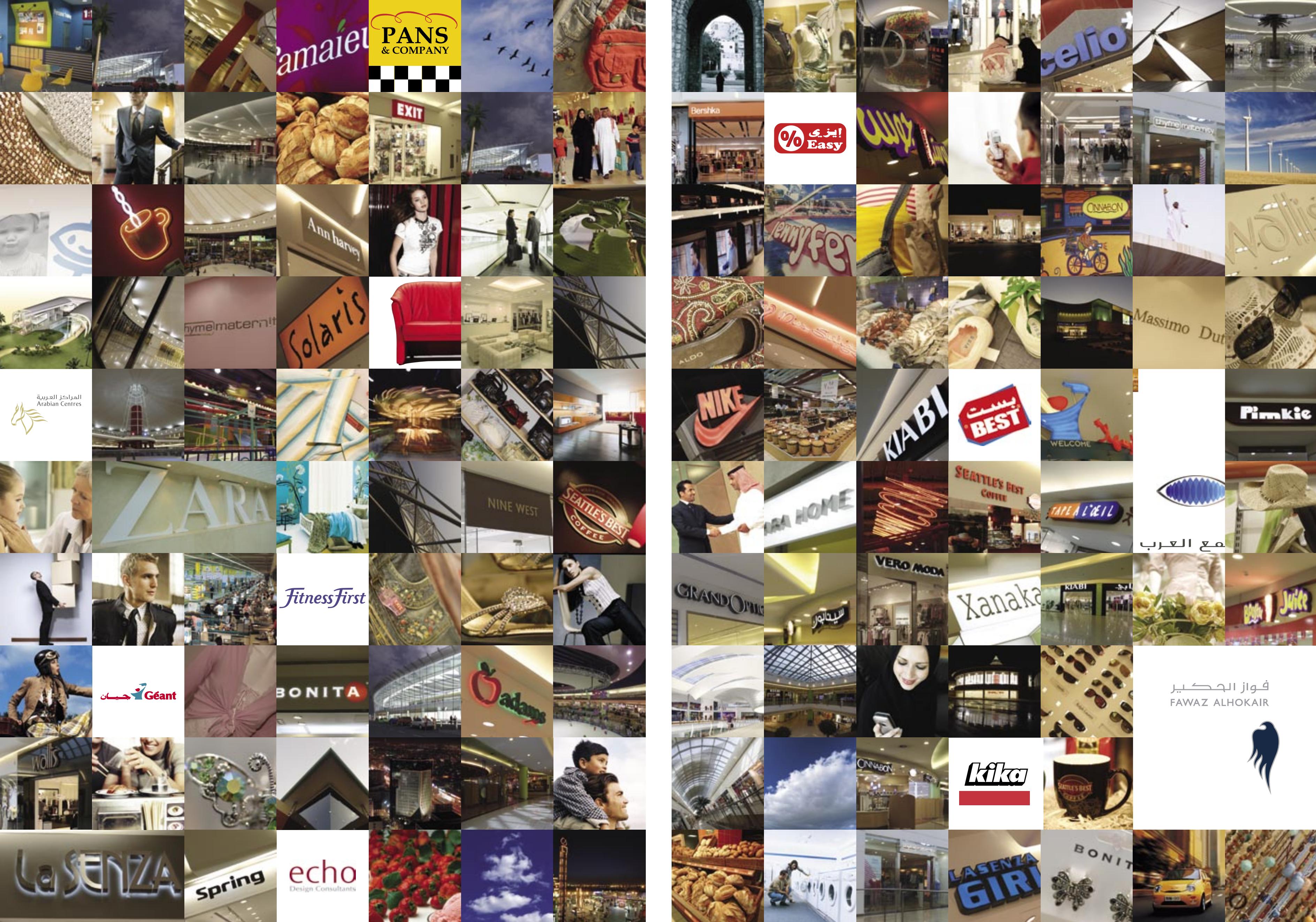
Since inception, the ambition and spirit to reach new heights has been at the forefront of all efforts. Undaunted by the size of their operation at the beginning, the Alhokair brothers seized the franchising opportunity and began developing potential international business partners. This embodies the 'Make it Happen' attitude that has been ingrained in the Group's culture since day one.

TEAMWORK

The cost of doing business can prove to be disproportionately high without the expertise and knowledge of a reliable local partner. Over the years, Fawaz Alhokair Group has earned the reputation of being a long-term trusted business partner and a reliable safe pair of hands in a rapidly changing market.

PASSION TO DELIVER

'Passion to Deliver' to the highest standards possible uniquely differentiates the Group. Fresh ideas, new ways of thinking, shared expertise and knowledge result in a burning desire to be the very best in business.



THE ALHOKAIR ADVANTAGE

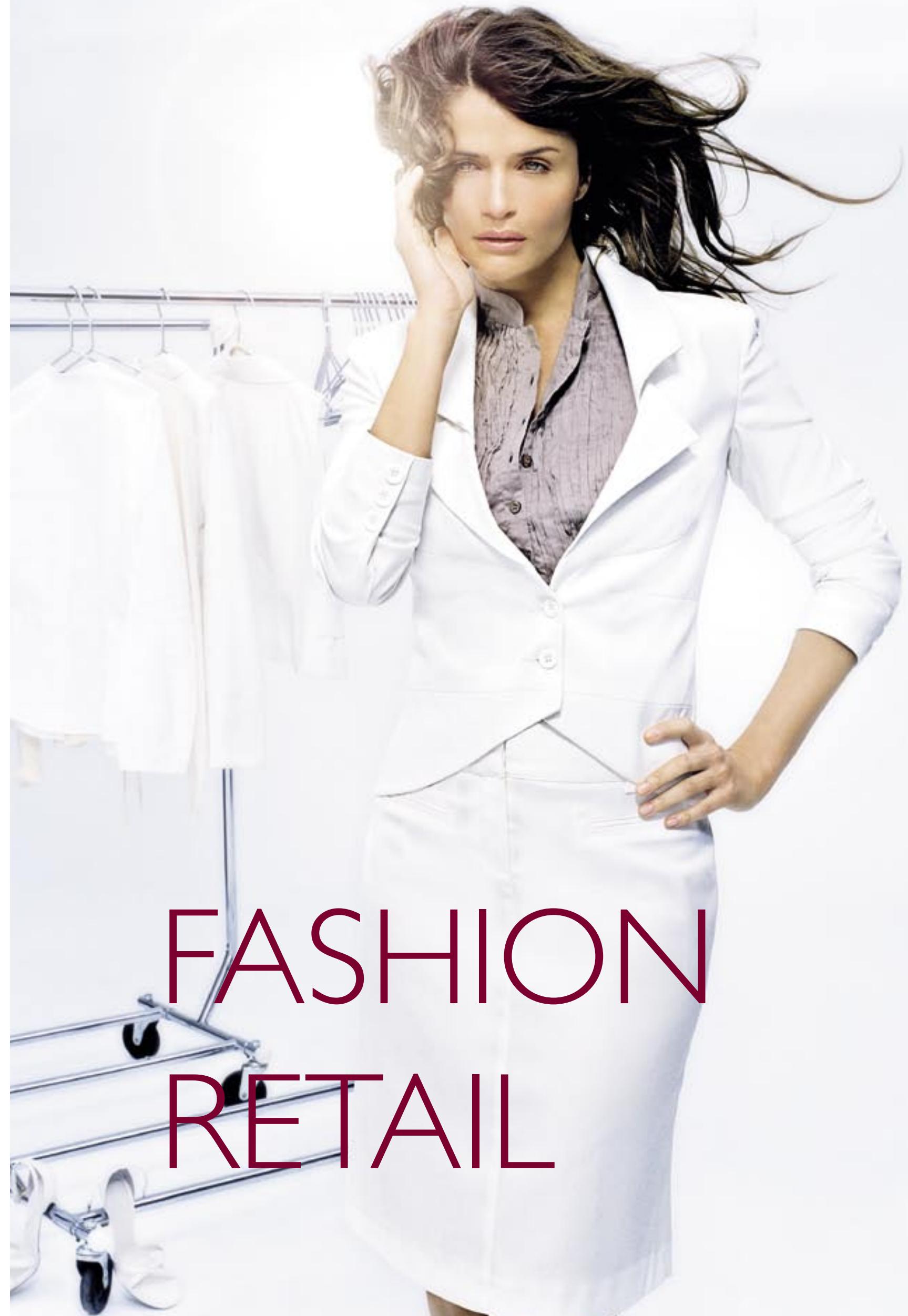
Fawaz Alhokair Group has built a significant reputation in the field of fashion retail franchising. The experience and expertise gained has been extended into other areas of business. As the Group's portfolio has become increasingly diversified, this has opened up a number of strategic advantages to partners wishing to enter or conduct business successfully.

The Group actively supports partners with a robust infrastructure, essentially facilitating their entry and growth into new markets. The process manifests itself in three key areas; investment, resourcefulness and shared responsibility. Finance, HR, IT, Logistics and Marketing add value to the overall process and drive profitability.

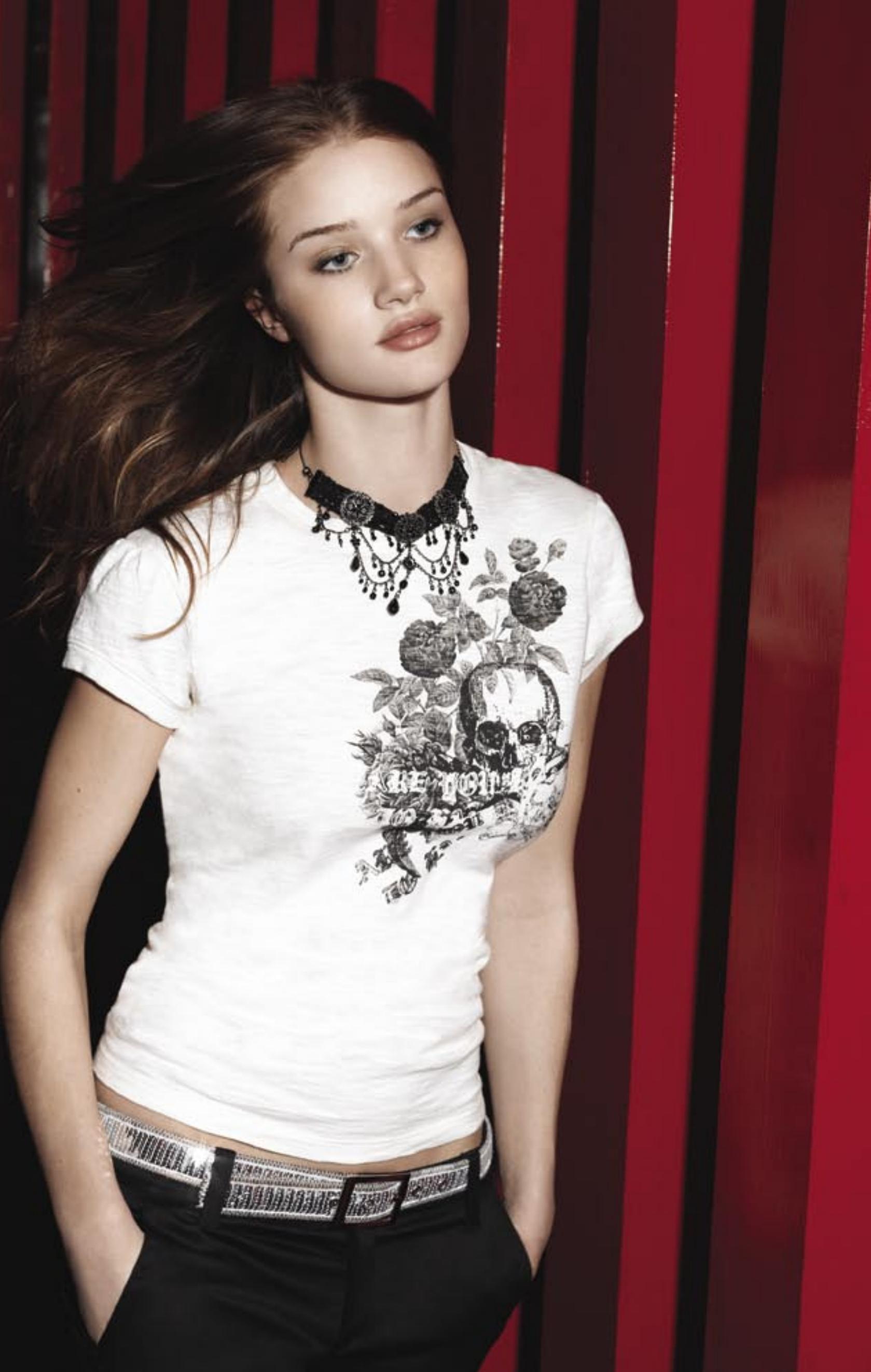
Fawaz Alhokair Group is the largest owner of shopping malls in the Kingdom. Business partners benefit accordingly from access to an established network of world-class shopping malls located in strategic cities and prime residential areas.

By anchoring each Fawaz Alhokair Group mall with a large supermarket and big box retail concepts the Group attracts the highest levels of footfall and traffic within the catchment area, essentially driving profitability and revenue for partners and tenants alike.

The Group is ideally positioned to introduce and develop brands to their optimum potential. Integration and expertise work in tandem to deliver brand partners a unique operating platform and comprehensive retail solution across the Kingdom – **ultimately making Fawaz Alhokair Group the preferred partner of choice.**



FASHION
RETAIL



LETS TALK SHOP...

Fawaz Alhokair Group occupies the leading market position within the fashion retail business in Saudi Arabia. This has been achieved by strategic consolidation in key product areas resulting in domination of the mass mid-market sector.

Keeping a finger on the pulse of international fashion, the Group prides itself on an almost intuitive ability to identify and spot new trends. By fully exploring new niches and evaluating suitable brands, the Group aims to fully exploit all potential offerings and provide unprecedented choices of quality, service and value to Saudi consumers.

As a core competency, fashion retail has formed the foundation of current operations and will continue to be a mainstay of the Group's performance, in terms of sales and revenue for many years to come. Further proof of the Group's long-term commitment to fashion retail is that there is hardly a shopping location, mall or district in the Kingdom that does not feature a selection of fashion brands from Fawaz Alhokair Group's portfolio.

Through strategic use of its own network of shopping malls, Fawaz Alhokair Group will continue to lead the market by swiftly introducing the latest international brands and retailing concepts to consumers in the Kingdom.

BUSINESS HIGHLIGHTS

Market leader with majority market share in most categories

Win-Win business relationships with leading international fashion Groups like **Inditex**, **La Senza**, **Aldo** & **Arcadia** amongst others

Long-term and profitable relationships with **50 leading international brands** like Zara, Promod, Adams, La Senza, Aldo, Massimo Dutti, Nine West and many others

Representation in all major categories

Over 630 stores in operation with 175 more planned in 2006 / 07

7 new franchises to be launched in 2006 / 07

Turnover in excess of **SAR 1 billion** in 2005 / 6 financial year

Over 3,000 employees in the fashion retail sector alone





A GLOBAL RETAILING MODEL

Relationship retailing is essentially about successfully matching international brands with a strong local partner. By taking a long-term approach to the partnership, Fawaz Alhokair Group and their international brand partners have perfected the ability to work as a team, sharing expertise and knowledge. Partnerships are built on mutual respect, honesty, integrity and an unwavering commitment to achieving common objectives of profitability, expansion and consumer satisfaction.

Fawaz Alhokair Group is a shining example that the 'THINK GLOBAL – ACT LOCAL' approach really works for retail franchising. The Group aims to satisfy customer needs by building long-term relationships based on service delivery and exceeding expectations. By continually introducing exciting and desired retail brands and concepts to the market, the Group has inspired confidence in over 12 million customers.

Few other business partners can lay claim to a customer base as satisfied and loyal as ours!



OVER THE YEARS, ALHOKAIR HAVE
PARTNERED WITH....

...an extensive portfolio of the world's most popular international fashion brands.

With Fawaz Alhokair Group's solid reputation for innovation and success in fashion retailing, each brand represents the best in its respective market segment and positioning. The Group's extensive offering is valued for its variety and breadth which encompasses a wealth of choice to suit customers' varying tastes and preferences.



ALDO

ALDO
accessories

Ann harvey

barratts

Bershka

BONITA®

Monsoon

NINE WEST

ousho

pilot



CHARLES & KEITH



promod



FOSCHINI

GRAND OPTICAL

JACK & JONES®

Solaris



Spring



KIABI

La SENZA

thyme maternity
thymematernity.com



VISS

Wollis



MARKS & SPENCER

Massimo Dutti

Miss Selfridge

Xanaka

ZARA

ZARA
HOME



RETAIL EXCELLENCE

Fawaz Alhokair Group is passionate about fashion – and has been from the very beginning! As the portfolio has grown, we've amassed an amazing amount of knowledge and expertise in fashion retailing.

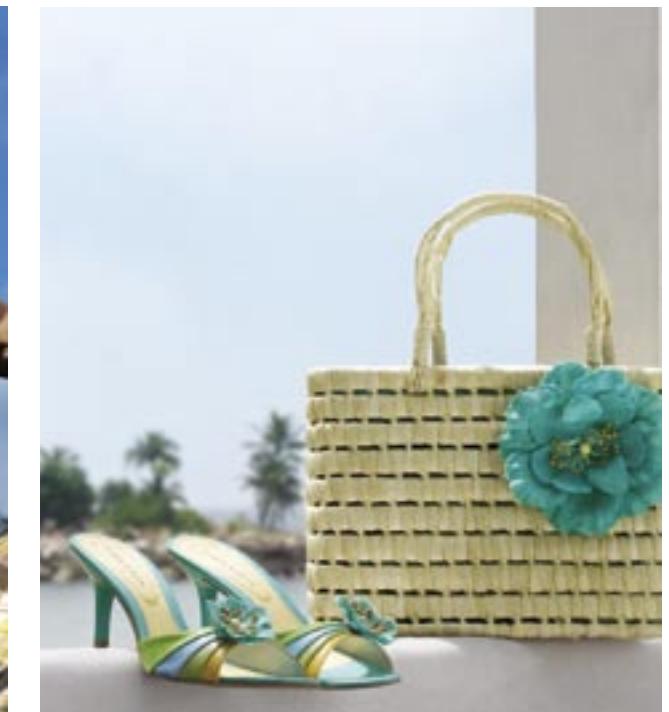
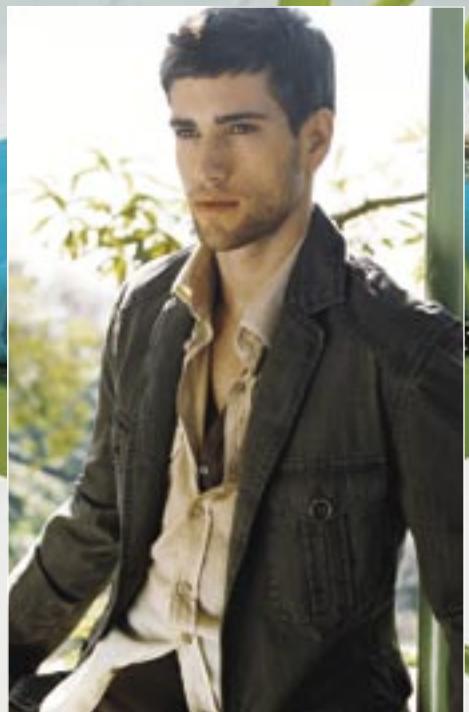
With strong retail representation in all major categories, we offer customers the latest trends in women's, men's and children's fashion, footwear, eyewear and accessories. All franchise stores meet international build quality standards as specified by the franchisor, and are fully supported by professional sales, marketing and merchandising teams. This all adds up to provide a retail proposition that is second to none.





FASHIONABLE SUCCESS STORY

By tirelessly striving to reach greater heights and achieve seemingly impossible goals, Fawaz Alhokair Group has been a consistent driving force in fashion retail - raising standards and attaining the success that other companies talk about.





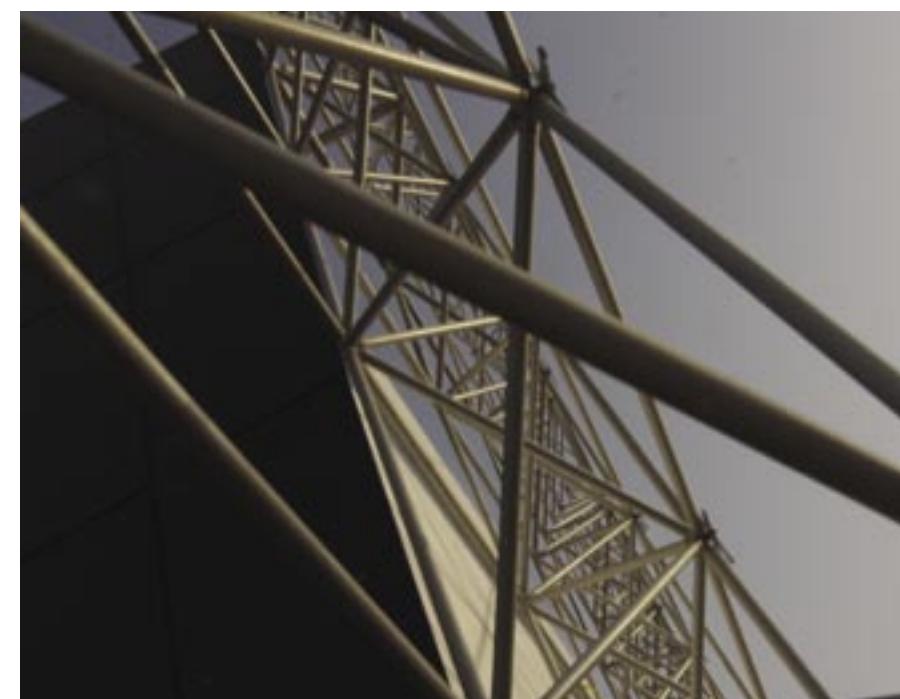
REAL ESTATE

BUILDING PROSPERITY

The profile of real estate within Fawaz Alhokair Group's portfolio has steadily increased in prominence over the last few years. The GCC region as a whole is experiencing a construction boom on a scale never seen before. Quick to respond to the tremendous market potential, the Group has developed plans and invested significantly in projects that offer rapid, yet sustainable growth and add solid assets to the balance sheet.

The Group has established itself as the leading owner and operator of premiere shopping malls in Saudi Arabia by pursuing a well defined and planned expansion of retail real estate in accordance with projected market demand. Diversification into real estate projects has supported the expanding fashion retail business and underpinned entry into hypermarket and big box retailing businesses.

Fawaz Al Hokair Real Estate is divided into three separate, yet complementary business entities comprising Design, Construction and Mall management.



BUSINESS HIGHLIGHTS

Single largest owner and operator of shopping malls in Saudi Arabia

Weekly footfall rates between **100,000** to **240,000** customers

Current network of **11 operational malls** across the Kingdom in all major cities

Combined current GLA exceeding **435,000m²**

Prime locations in city centres and high population urban areas

3 new shopping malls opened in 2005 in Dhahran, Riyadh and Jeddah including the largest Saudi retail real estate development to date – Mall Of Dhahran

Clear development and operational strategy backed by professional management teams

12 additional malls targeted in five year expansion plan

Géant hypermarket and full complement of Fawaz Alhokair Group fashion brands as anchors and tenants securing optimum occupancy at start-up

ARABIAN CENTRES



Arabian Centres, the specialist mall management division is becoming a powerhouse brand, synonymous with profitability, sustainable value and service excellence in the Kingdom.

ECHO



Echo Design Consultants are the Group's architects, master planners and designers with a wealth of experience gained through working on international retail, leisure, hospitality, healthcare and residential projects.

CONSTRUCTION

FAS

FAS Construction specializes in turnkey building design and construction solutions.

المراكمز العربية Arabian Centres



Mall Management
Security
Maintenance
Mall Marketing & Promotions

Arabian Centres is the mall management arm of Fawaz Alhokair Real Estate. Responsible for the network of Alhokair shopping malls, Arabian Centres provides a comprehensive one-stop solution for all aspects of tenant relations, leasing, security and maintenance services.

With distinct specialist knowledge of the dynamic GCC commercial real estate market, Arabian Centres is becoming a regional powerhouse brand in property management, synonymous with sustainable value, service excellence and retailing success.

Arabian Centres also provides comprehensive support services for each mall, ensuring maximum levels of customer awareness and optimum footfall are derived through targeted marketing programmes and exciting promotional campaigns.

The driving force and ultimate goal is to make all shopping malls owned, operated and managed by Arabian Centres, the undisputed destination of choice for tenants and customers alike.



FAWAZ ALHOKAIR GROUP MALLS



Mall of Arabia
is Fawaz Alhokair Group's flagship development which is set to revolutionise shopping.

Set to open in late 2007, Mall of Arabia occupies a prime location in Jeddah and will offer a wholly inclusive family experience encompassing shopping, dining, leisure, entertainment and much more.

An iconic destination in the city, Mall of Arabia will be an exciting place where families can spend quality time together in a stimulating yet relaxed environment.

Mall of Arabia will set unprecedented standards for retail environments in the Middle East.



Mall of Dhahran is the largest and one of the most exciting new retail destinations launched in Saudi Arabia's Eastern province.

Anchored by Géant hypermarket, Debenhams, Zara and City Plaza, Mall of Dhahran has one of the most powerful retail mixes in the country. Over 300 stores offer an array of international brands and retailer disciplines from primary franchise operators, combined with leisure and entertainment. Mall of Dhahran currently attracts over one million visitors per month.

Phase two will introduce Big Box retailing to the rapidly expanding retail destination with the addition of a world-class furniture franchise and several large scale vendors.



In South West Riyadh, Salaam Mall is the sole major retail complex servicing one of the most densely populated residential suburbs.

The stunning and unique façade of this first floor and basement mall offers Géant hypermarket as its anchor store and a broad selection of international and local brands including Zara, Stradivarius, Nine West and Xanaka amongst others.

An excellent food court is supported by several cafés including Seattle's Best Coffee and Starbucks. Leisure and entertainment are provided by a Sparkys Family Entertainment zone.



Catering to a predominantly mid-market clientele, Aziz Mall is located in a densely populated part of Jeddah city. The two floor mall has a broad balance of retail stores and is anchored by a first floor hypermarket, which stimulates a positive ground to first floor flow.

Aziz Mall boasts excellent facilities including full prayer facilities and fitting rooms for ladies.

The food court is centered around a large family entertainment centre and a wide range of coffee shops, including Seattle's Best and Starbucks.



In the heart of East Riyadh, Khurais Plaza is at the centre of two major residential districts and benefits from a dense population and high traffic flow.

The mall has a first floor hypermarket anchor which is linked to the rest of the mall by a scenic retail bridge, a unique feature in the city. The mall mix is balanced and diverse, blending local retailers with some of the best international brands.

A strong family leisure proposition is augmented by a wide range of international food outlets and a Sparkys Family Entertainment centre.



The smallest and yet most glittering jewel in the Arabian Centres portfolio, Sahara Plaza was the first mall to be developed by Fawaz A. Al Hokair & Co. It represents pure fashion retail, targeted at ladies and families.

This mall's success is defined by its concentration of ladies high fashion and children's wear. The mall is hugely successful, and has evolved into a niche destination for fashion.

Sahara Plaza is constantly changing to accommodate new brands and to re-invent itself as one of Riyadh's most popular retail destinations.



Nakheel Plaza is a unique opportunity for retailers and customers alike, residing in the heart of Qassim and Buraida; this mall presents the only major retail and entertainment offer in this region of the Kingdom.

The modern facilities are geared to accommodate families for retail, food and fun.

The brand selection is a positive blend of local and international retailers, with some of the countries' most prominent businesses exploring the region.



Strategically located on the prestigious Ibn Khaldoon Street in the centre of Dammam, this mall has quickly secured its position as one of the city's most popular shopping destinations.

With a carefully selected blend of retailers and boutiques, Ibn Khaldoon has built a reputation for attracting the discerning shopper who is looking for something special.



Mall of Arabia, Jeddah



Mall of Dhahran, Dhahran



Salaam Mall, Riyadh



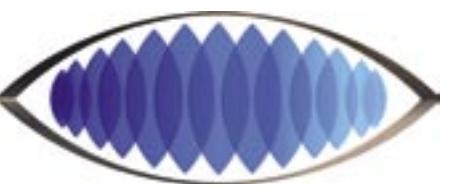
Aziz Mall, Jeddah



Khurais Plaza, Riyadh



Sahara Plaza, Riyadh



MALL of ARABIA

The Kingdom's premiere shopping destination

Mall of Arabia is Fawaz Alhokair Group's flagship development that is set to revolutionise people's shopping.

Strategically situated on one of Jeddah's primary gateways and in close proximity to King Abdul Aziz International Airport, Mall of Arabia will offer a wholly inclusive family experience encompassing shopping, dining, leisure and entertainment, and much more.

Dramatic iconic architecture and design incorporated with outstanding build quality and attention to detail will ensure that the Mall of

Arabia sets unprecedented standards for retail environments in the Middle East. As an iconic destination in the city, Mall of Arabia will be an exciting place where families can spend quality time together in a stimulating yet relaxed environment.

Phase one of the mall complex is currently under construction and due for completion in 2007. Further expansion in the second phase will involve extension into Big Box retail and the addition of an office complex, international 5 star hotel brand, serviced apartments and state-of-the-art healthcare facilities.

feel inspired



echo

Design Consultants

Echo Design Consultants is Fawaz Alhokair Group's specialist division of architects, master planners and designers who are committed to developing iconic environments associated with the highest standards of retail design and build quality.

They have a wealth of international experience gained in architectural and interior design solutions for retail and leisure projects, hospitality, healthcare, office and residential developments.



By incorporating established global principles of retail planning throughout all projects, Echo Design Consultants blend commercial realities with the creation of environments characterised by social and cultural significance.

Having won acclaim and recognition for designing and delivering world-class projects, Echo Design Consultants continue to redefine architecture, planning and design standards.

SERVICES

Architecture
Retail Design & Planning
Master Planning

PROJECT CONSULTING

Retail & Leisure
Hotels
Offices
Residential
Healthcare

FAS CONSTRUCTION

Built on a solid foundation of academic excellence, experience and technical expertise, FAS Construction is a leading independent player in the growing construction business.

FAS specialises in turnkey building design and construction. Dedicated departments are responsible for design, project and retail construction, supported by maintenance, procurement and administrative functions.

A number of international partners and associates are tapped into, ensuring the highest standards and build quality. The company has an outstanding reputation for executing and delivering some of the largest construction projects in the Kingdom within seemingly impossible deadlines.

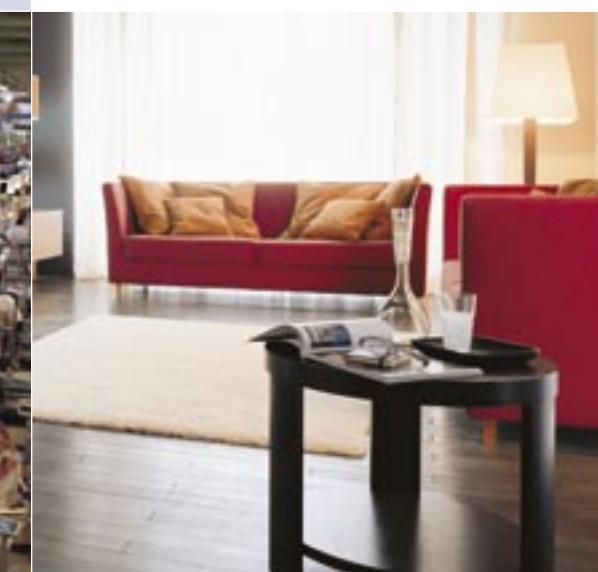
In addition to managing the entire mall construction requirements for Fawaz Alhokair Group, FAS Construction has proven its ability to execute third party turnkey projects by completing a number of prestigious projects including the construction of offices, hotel suites and apartments.



LARGE
FORMAT
RETAIL



BUY BIG...



Fawaz Alhokair Group is determined to expand consumer choice and provide the best value for money through the innovative concept of Big Box retailing. Ideally suited to large extended Saudi families, Big Box retailing allows items to be purchased in bulk quantities at discounted rates or for consumers to benefit from economies of scale from mass produced product lines.

By studying the concept and models used in European markets, selecting best in class international operators and retailers, and adding local expertise, the Group has developed the ability to deliver solutions ideally tailored to the Saudi market.

GSL is the Holding company entrusted with extending the bold retail leadership vision and delivering successful Big Box concepts. Géant hypermarkets is the best example of its aggressive and dynamic approach to business in the Kingdom.

Hypermarkets

Super Centres

Hard discount food retail

Home furnishing stores

Electronics retail

Express stores



HYPERMARKET



GSL chose to join forces with the Casino Group from France to develop the hypermarket business under the Géant Saudi brand in 2004.

Under the Géant Saudi development plan five hypermarkets are already currently operational and 15 more are planned in the Kingdom over the next two years. Sales areas are between 10,000 and 20,000m², with additional warehouse support areas of around 7,000m² to hold reserve merchandise.

An average of 7,000 to 10,000 customers are served in each hypermarket every day. As is expected from hypermarkets, large checkouts and car parking spaces are provided to efficiently and conveniently serve customers.

Géant provides customers with an unbeatable combination of value, convenience and variety.

BUSINESS HIGHLIGHTS

5 Géant hypermarkets currently operational, additional 15 hypermarkets planned by 2007

Over 100,000 m² of retail area

Presence in key metro areas: **Riyadh, Jeddah and Dhahran. And Qassim**

Strategically positioned in Alhokair malls located in city centres and high population urban areas

Average store size around 21,000m²

45,000 items on average per store

Up to 70 checkout points per store

Highly efficient multi-national workforce from over 17 countries





FURNITURE/HOME DECORATION & FURNISHINGS



With Kika, GSL has entered into a franchise agreement with the largest furniture retail chain in Austria.

The first Kika store in Saudi Arabia is due to open in 2007 and is based on a successful large box format of 30,000m² retail space. Providing complete solutions for home furniture, décor and soft furnishings across all price points, Kika will offer a balance of limited edition designer items alongside mass manufactured pieces.

Future plans include progressive expansion of the Kika business within the Kingdom. 10 stores are expected to be operational by 2010.

MULTI BRAND ELECTRONICS RETAIL



BEST E-City® presents an interesting new strategic business opportunity. These multi-brand specialty electronics stores are being launched in 2006 in collaboration with a leading European organisation and will offer over 200 international brands and 20,000 electronic items in each store.

BEST will retail technology items ranging from computers, mobile phones and digital cameras to office consumables and educational books and toys. A wide range of home electronics will include LCD and plasma TV's, DVD players and home theatre systems. An extensive selection of domestic appliances and white goods will provide refrigerators, cooking ranges and washing machines at highly competitive prices.

Each BEST store will cover an area of approximately 5,000m² and be located in prime shopping malls within major cities in Saudi Arabia.

THE EASY WAY TO FOOD RETAIL



EASY is a hard discount food retail concept based on a highly successful and fast expanding model with proven success in Europe.

EASY will offer value conscious Saudi customers an alternative choice to mainstream food brands for the first time ever!

In collaboration with a leading Turkish retail Group, the first EASY store is due to open in 2006. The highly ambitious target is to expand to a total of 100 stores throughout the Kingdom by the end of 2007.

The EASY concept will carry 600 to 700 items with 50% private label on hard discount format. It is anticipated that EASY will make a big impact in the market and quickly assume a leading position.





FOOD AND
ENTERTAINMENT



LETS DO LUNCH...

Fawaz Alhokair Group has started another trend!

With the popularity of cafés and coffee shops increasing and a higher proportion of families choosing to socialise and dine out, the food sector in Saudi Arabia is projected to experience tremendous expansion. The next five years will see the Fawaz Alhokair Group make continual investment in the food business, which will come to represent an increasingly important part of the Group's overall portfolio.

A dedicated division with a dynamic vision to be the best in the business is targeting this fast growing segment and some of the world's favourite fast food, beverage, ice cream and cinnamon roll franchises have already been successfully introduced in the Kingdom.

Three major international franchise agreements were originally launched to appeal to varied consumer tastes and choices; Cinnabon®, Seattle's Best Coffee and Booster Juice. By utilising the existing Alhokair mall network an aggressive expansion plan was facilitated, resulting in the opening of over 100 food outlets and establishing a significant presence in a short space of time.

Five additional new brands; Swensen's, Carvel, The Pizza Company, Pans & Company and London Dairy take the number of food franchises to eight brands.

BUSINESS HIGHLIGHTS

8 international food concepts

100 food outlets currently operational

New restaurant concepts:
Steak & Ribs and Seafood

Over 400 new outlets planned in the next 5 years

Presence in key cities: Riyadh, Jeddah, Dhahran, Dammam, Al Khobar and other cities





With the rise in popularity of café culture and consumer demand for gourmet coffee, Seattle's Best Coffee has rapidly expanded since it was founded and is now one of the world's leading brands. Seattle's Best Coffee cafés are fast becoming the place to see and be seen, in the Kingdom.

HIGHLIGHTS
27 Seattle's Best Coffee cafés currently operational.

Additional 25 units planned as part of aggressive 5 year expansion plan.



Cinnabon is the world-wide leader in the cinnamon roll bakery category.

Baked fresh and served hot, straight out of the oven, classic cinnamon rolls are made with premium Indonesian Makara cinnamon and topped with a sweet, rich, cream cheese-based frosting. These have proved to be an instant hit with our customers!

HIGHLIGHTS

55 Cinnabon branches currently operational across Saudi Arabia

A further 25 units planned as part of aggressive 5 year expansion plan.



"Flavoured to Excite"

The Pizza Company has differentiated itself by offering customers a fresh and innovative approach to pizzas. By offering a new cheese blend and heavier pizzas with a greater variety of toppings, The Pizza Company was an instant success.

The irresistible combination of delectable appetizers, pastas and pizzas served up in a contemporary and upmarket ambience will make The Pizza Company a hot destination in the Kingdom.

HIGHLIGHTS

The popularity of our first The Pizza Company outlet opened at the Mall Of Dhahran in 2006 indicates the start of this success story!

5 additional outlets planned for 2006.



Pans & Company is a leading Spanish chain of gourmet custom-made sandwich shops.

Customers can select from a wide choice of sandwich fillings which is freshly prepared in front of the guest on a delicious 'just baked' crunchy baguette.

Fawaz Alhokair Group is licensed to operate Pans & Company outlets in Saudi Arabia, Gulf markets, Jordan and North Africa.

HIGHLIGHTS
The opening of the first Pans & Company outlet is scheduled for 2006;
5 additional outlets planned every year for the next 5 years.



Swensen's is a name that has become synonymous with extraordinary and delicious ice creams.

Swensen's ice cream parlours offer one of America's most satisfying experiences. The Group aspires to replicate the success locally, and in the future, Swensen's will enjoy a similar reputation in the region.

HIGHLIGHTS
The operation will commence with 5 units in 2006, expanding to 50 units in the next 10 years.



Carvel is one of America's best loved ice cream brands producing premium soft serve and hand-dipped ice cream cups, cones, sundaes, shakes and uniquely shaped ice cream cakes.

Each Carvel outlet prepares over 200 fresh menu items daily in store, providing customers with the freshest high quality ice cream available.

HIGHLIGHTS
The first Carvel outlet is scheduled for opening in 2006 and an additional 25 units planned in the next 5 years.





London Dairy is a premium international ice cream brand guaranteed to offer satisfaction to true ice cream connoisseurs.

London Dairy cafés are being launched in selected key markets, and Fawaz Alhokair Group has been quick to seize the opportunity for the Kingdom.

In Saudi Arabia, London Dairy cafés are the cool destination to enjoy freshly scooped premium ice cream treats while on the move.

HIGHLIGHTS

Launched in 2006, 5 outlets will be completed by the end of the year.



Booster Juice is Canada's leading and fastest growing juice and smoothie franchise.

The concept is geared to active and healthy lifestyles. With dietary association recommendations of five portions of vegetables per day, Booster Juice's smoothies provide a healthy alternative to fast food.

HIGHLIGHTS

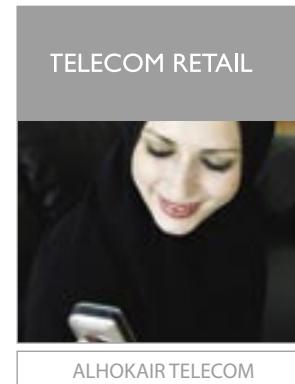
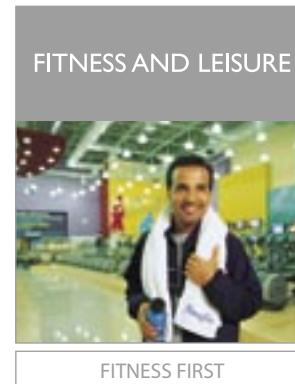
5 branches of Booster Juice are currently operational in the Kingdom.



Fawaz Alhokair Group has built an outstanding reputation based on the ability to identify future trends ahead of the competition. By progressing ambitious diversification strategies, the Group has made significant investments in new industries that are expected to become strong sectors in the future.

Rising industries that show enormous potential for development and growth include: automotive, energy, financial services, fitness and healthcare, and telecommunications. Simultaneously, the Saudi population is benefiting from higher levels of disposable income, which combined with the evolving tastes of new-generation consumers has spurred considerable economic confidence in the Kingdom and across the GCC region.

Always aiming to enter new markets in a position of leadership, Fawaz Alhokair Group will continue to explore and invest in new opportunities across a wide variety of interests, ultimately nurturing and building the success stories of tomorrow.



EMERGING BUSINESS

FINANCIAL SERVICES



MANAR FINANCIAL SERVICES

With the GCC economies experiencing unprecedented buoyancy and increasing liberalisation, the financial sector in Saudi Arabia is opening up to numerous untapped commercial opportunities.

Manar Financial Services provides hands-on advisory services in all areas of entrepreneurial finance. Core services include financial tools and engineering specifically geared to meet local market requirements. Particular areas of specialism include: venture capital, alternative funding strategies, financial modelling, deal structuring, entrepreneur coaching and turnarounds.

A highly efficient operating structure coupled with unparalleled industry expertise and networking, ensures Manar Financial Services offer cost effective services for mid-sized and large corporations. As a wholly owned division of the Fawaz Alhokair Group, Manar Financial Services acts in the capacity of impartial advisor to the Group for overseas business, diversification and expansion strategies.



MANAR GROUP COMPANIES

Manar Energy

Manar Engineering

Manar Insurance

Manar Real Estate

Manar Asset Management

Manar Banking

Manar Investments

COLLABORATION PARTNERS IN INDIA

EIL Engineers India Limited

SBI State Bank of India

LIC Life Insurance Corporation

NIA New India Assurance





FITNESS & LEISURE

fitnessFirst

A STRONG MIND NEEDS A FIT BODY!

With increasing emphasis on regular exercise contributing to a healthy lifestyle, Fawaz Alhokair Group in collaboration with the world's largest health club operator, Fitness First, aims to introduce high quality, cost effective health clubs throughout Saudi Arabia and the region.

Originally established in the UK in 1993, Fitness First is the fastest growing health club company in the world with a global network of 434 clubs and 1.5 million members.

Fitness First promises to deliver guaranteed value and results - a simple formula with a proven track record of success. By developing Fitness First health clubs at Alhokair shopping malls and other locations which are accessible and convenient to the community, Fawaz Alhokair Group will quickly establish itself as a leading choice in the personal fitness sector.

The first Fitness First club opened in Dubai in 2006.

BUSINESS HIGHLIGHTS

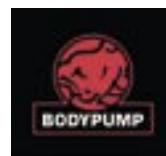
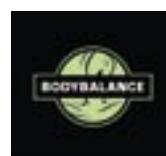
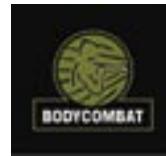
Cardio Theater

Special Purpose Area

Individual Program Counseling

Dedicated Studios

Les Mills Classes





TELECOM RETAIL

IN TOUCH WITH TOMORROW

Telecommunications is an industry with tremendous potential and the advent of new technologies provides increased services to consumers. The current market in Saudi Arabia offers the Fawaz Alhokair Group an excellent opportunity to establish a leading market position in consumer telecom retailing.

Fawaz Alhokair Group has launched stand-alone outlets under the SKY brand that will be clearly differentiated from competitors by offering sales and service with a comprehensive solution based approach.

Customer benefits will include superior after-sales services including warranty, repairs and maintenance through a Kingdom-wide network of sales and service centres. Sales and distribution activities for leading international manufacturers will be undertaken through an extensive network of co-branded outlets throughout the Kingdom.

By leveraging the advantage of the Alhokair mall network, prime locations in high density shopping complexes will be secured, enabling access to a captive audience of shoppers and permitting fast-track entry to retailing mobile telephony products and services.

The Group has also tied up with TCIL India, a leading ISO 9001:2000 consultancy and engineering company specialising in IT and telecommunications to further explore market opportunities.

BUSINESS HIGHLIGHTS

Over 100 co-branded sales outlets planned in the first year, to manage retail distribution for Saudi Telecom Al Jawal services

7 'MEGA' stores planned for first year operations

Regional service centres

Full after-sales service operation across the Kingdom



AUTOMOTIVE



Since its inception in 1997, Chery Automobile Co.Ltd. has achieved many unlikely breakthroughs and become the fastest growing independent automaker in China.

Chery is committed to developing world-class automobiles through cooperation with top engineering firms such as Lotus Engineering of the U.K, and Mitsubishi Automotive Engineering of Japan. Famed Italian auto designing firms like Bertone and Pininfarina of Italy are instrumental in turning out a compelling design proposition to the growing list of Chery buyers over the world.

With an ambition to become a global player, Chery has so far launched its products in 29 countries.

In Saudi Arabia, Chery has teamed up with Fawaz Alhokair Group to market a range of exciting and successful models under the First Motor Company banner. With the Group's expertise and flair for launching successful new ventures, Chery is well positioned to become an established brand in the Kingdom.



HEALTHCARE

CARING FOR THE COMMUNITY

There is nothing in life as precious as health. People have become increasingly conscious of their own, as well as their family's levels of health and fitness. As such, access to readily available, high quality, affordable family healthcare facilities is a promising business opportunity.

Fawaz Alhokair Group has established a specialist healthcare division to address these needs. In collaboration with Apollo Hospital (India), the Group will initially develop three large hospitals in key locations, with a further 20 hospitals in the pipeline. The hospitals will be complemented by an extensive network of modern poly-clinics, lifestyle and well-being spas, and pharmacies across the Kingdom providing comprehensive medical and quality healthcare services for all.

Apollo Hospital Enterprise Ltd. is one of the leading names in the Asian healthcare sector. As the largest private interest across the entire healthcare business, Apollo is the natural partner of choice for the Group to facilitate entry to the healthcare sector.

HOSPITAL PROJECT CONSULTING

Network of **28 poly-clinics**

23 hospitals planned with
4,000 beds in over **10 locations**

Health and lifestyle clinics

Franchisee neighborhood clinics

Retail pharmacies



فواز الحكير
FAWAZ ALHOKAIR



THE PREFERRED
BUSINESS PARTNER

Fawaz Alhokair Group aims to be the preferred business partner by establishing mutually beneficial relationships formed on the basis of long-term profitability and business excellence. With these objectives in mind, the Group strives to maintain its leading position by achieving growth through solid infrastructure, vertical integration of complementary business activities. Thereby offering customers and partners the opportunity to capitalize and benefit from the right proposition, in the right place, at the right time.

The leader in Saudi Arabian consumer **retailing**

De-centralised organisational structure and extensive resources

Make It Happen corporate culture; in touch with international business trends, driven by traditional values

In-depth knowledge of local market and customers



LETS ACT...



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