

CEO's Message



2007 was indeed a rewarding year for Emaar Industries & Investments, as we accomplished our goals and our targets for growth. I'm also delighted to say that during the past year we have taken all our subsidiary businesses to a new level - in terms of revenues, products and technologies.

We have also expanded our investment portfolio to encompass twelve subsidiaries in the manufacturing sector, successfully meeting our target for expansion.

In 2008, we aim to strengthen our focus on maximising the growth of our portfolio and to meet our plans to diversify into new high-growth sectors. Our approach, in the coming months, will be to further boost our subsidiaries' profits while making key investments that ensure that portfolio risks are well-managed.

Rather than focusing our attention on acquisition of majority stake in new subsidiaries, we will look at boosting the overall value proposition of the company by facilitating marked improvements of our partners – both in production and marketing processes. This is in line with our commitment to our stakeholders to enhance value considerably.

We are also looking to broaden our horizons by seeking opportunities in new markets. By expanding our geographical reach, we will capitalise on the impressive economic growth being registered by the Kingdom of Saudi Arabia, Egypt, several North African countries as well as India and Pakistan. These markets have demonstrated impressive gains in the manufacturing and industry sectors, and our expertise provides us a wider range of opportunities for enhancing our profitability. This goes in tandem with the experience enhancement for our partners, who can further their growth in the new markets.

In the coming months we will also dedicate a larger amount of capital to investments compared to the previous fiscal year.

As has been our standard, we will undertake careful consideration and concerted efforts on the wide range of investment opportunities.

Powered by the highly competent, skilled and dedicated staff, EII will move forward with full confidence and we will meet the challenges we face through innovation and diligence. With this formula, we will continue to unlock the boundless potential and continue to set our sights further.

Dr. Ahmad Khayyat
Chief Executive Officer, EII

Latest News

EII acquires majority stake in Caparol LLC



Emaar Industries & Investments (EII) has acquired a majority stake in Caparol LLC, the Dubai arm of leading German decorative paint manufacturer the Deutsche Amphibolin Werke (DAW) Group, the largest private paint manufacturer in Europe within its field. The Caparol brand is the leading brand within the DAW Group.

With the partnership, EII takes its number of business subsidiaries to twelve. As a strategic growth-facilitator, EII will now steer the market expansion of Caparol, which plans to move into Saudi Arabia, North Africa, Egypt and South East Asia. Dubai will serve as the regional hub of the company, and the production capacity will almost be doubled with the building of a new production facility.

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ACWA Power Development acquires 40 per cent share in Multiforms



Saudi-based Arabian Company for Water & Power Development (ACWA Power Development) has acquired a 40 per cent stake in Multiforms, an architectural façade specialists and subsidiary of EII.

ACWA Power Development is owned by A.K. Al Muaidib & Sons Group and A. Abunayyan Group. The company specialises in infrastructure projects development including water and energy application systems, wastewater management systems, and is also an active investor in the manufacturing and real estates sector.

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EII and subsidiaries 'go live'



EII announced that it has successfully implemented end-to-end Integrated Enterprise Resource Planning (ERP) solutions across the organisation and at a number of its subsidiaries including Multiforms, Haseeb Rasoul, Advanced Composites, Specialized Metal Systems and Starwood Industries. The automated business processes replaces the traditional organisational information flow with an integrated solution in which organisational structure, strategy, process and technology are closely aligned.

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EII backs 'Engineering Challenges'



EII has confirmed its sponsorship of 'Dubai Engineering Challenges 2008'. Organised by Dubai Men's College, the one-day conference, taking place on April 14 will address the engineering challenges faced by the region and how these might be met by a commercial and academic partnership rather than from a purely educational perspective.

"The region and Dubai in particular is in a unique position. It has embarked on some of the most ambitious projects the world has ever seen. Dubai benefits from a rapid pace of development and to keep up with this challenge, innovative technologies, new codes of practice, and pioneering talent is always in high demand. With many more iconic projects still to come, the industry requires highly skilled engineers.

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About EII

Emaar Industries & Investments (EII), a member of Emaar Properties PJSC, is a private joint stock company established in August 2005, to capitalise on the growth prospects of the Middle East and North Africa (MENA), and South Asian manufacturing sector as a strategic investor and partner. EII strengthens industries by investing in existing businesses and establishing joint ventures with leading establishments. Since inception, the company has succeeded in creating an impressive brand that inspires confidence in investors.

EII is dedicated to investing in sustainable companies and projects that are economically beneficial and commercially sound. EII is focused on maximising its subsidiaries' long-term value, exposing them to industrial best practices, improving corporate governance, providing a solid and flexible capital base, and ensuring sustainable cash flow.

EII focuses on exploiting the potential of the fastest growing sectors in the region, including building materials, FMCG, healthcare, metals, engineering industries including equipments & machineries, electronics & electrical equipment, and chemicals & petrochemical products.

Manufacturing Industry

Manufacturing is increasingly becoming a mainstream activity and a cornerstone of the booming economy of the Middle East and South Asia. Economic diversification is being actively pursued and the region is expected to witness in the next few years, the establishment of environmentally safe, technologically advanced and capital intensive industries producing high value products that could compete in international markets.

The development of manufacturing capability offers economies a sustainable element of growth across the region. The region presents an attractive opportunity for private equity investment in the manufacturing sector due to the large and rapidly growing economies, institutional reforms and market liberalisation, which all create opportunities for large-scale transactions.

As a high-growth sector, manufacturing offers several investment opportunities and EII is investing to turn that opportunity into reality.

Subsidiaries

Multiforms

A leading manufacturer and supplier of custom aluminium curtain walling and cladding, and a range of advanced architectural materials.

Mammut Building Systems

Mammut Building Systems is one of the region's largest manufacturers of pre-engineered steel buildings (PEBs) and polyurethane injected sandwich panels.

Caparol LLC

Caparol LLC specialises in the production of exterior and interior paints, enamels, glazes, façade, insulation technology, cladding and rear-ventilated façade (VHF).

Starwood Industries Ltd.

A primary manufacturer of quality internal and external doors, wooden and aluminium kitchen cabinets, and wardrobes.

Haseeb Rasoul

A prime player in the field of furnishing and interiors, specialised in the production and supply of woodwork in addition to turn-key interior works and decorations.

Advanced Composites

A design and manufacturing company supplying quality and high-performance corrosion-resistant fiberglass products to municipal, industrial, marine and Oil & Gas industries.

Specialized Metal Systems

A key producer of school furniture and a specialist in the field of metal works and stainless steel fabrication.

Emirates Jewellery Manufacturing Company

A joint-venture company between EII and Damas producing a full range of fashion jewellery, from individual diamond and gold collections to more generic pieces.

Emiratex

A UAE-based industrial-scale laundry and dry-cleaning service provider that principally serves the booming hospitality sector of the UAE.

Dynergy Technologies

A UAE-based company specialised in the assembly and supply of Medium Voltage (MV) and Low Voltage (LV) electrical switchboards and operating with specific focus on energy solutions for local communities, hotels and tower projects.

United Arab Chemicals Carriers

A shipping company intending to operate 27 tankers in the Clean Petroleum Products & Commodity Chemical markets.

Depa United Group

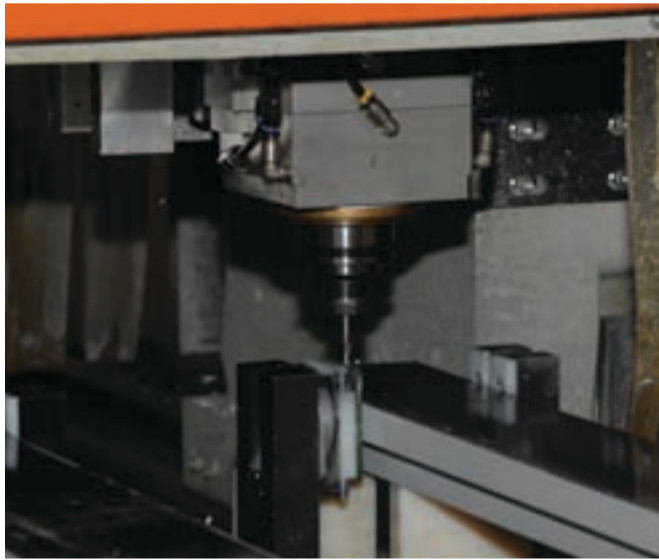
A holding company for a group of complementary subsidiaries whose services include finishes for floors, walls and ceilings, the refurbishment and upholstery of furniture and case goods, and design coordination.

Site Visit

Multiforms UPVC Division

The Multiforms UPVC division manufacturing facility in Al Quoz Industrial Area exemplifies an ordered manufacturing facility where productivity and efficiency meet. Throughout the facility – from the design department in the offices at the front of the building, to the loading station – there is a constant buzz of activity.

At first sight, the hectic pace of work appears unrelated, but upon speaking to Mr Michel Mikhael UPVC Division General Manager for Multiforms who explained the various intricacies involved in the manufacturing process, it becomes apparent that there is, indeed, an order to it all.



The facility is organised in such a manner that the entire process, from start to finish, makes a complete circle, as the loading facility is located exactly beside that for receiving.

Ever since EII partnered with Multiforms, there has been a tremendous leap in the operational and marketing strategies, with new businesses and markets energising the workflow of the company.

Raw material, namely UPVC, steel and various accessories that go into the final product are organised in neat piles in the receiving area. The UPVC arrives from the supplier, Deceuninck, Belgium while the steel and accessories arrives from Germany, Italy and Turkey.



These piles are then sorted and the materials are fed into the various sections of the facility, beginning with the cutting machines, where the exact numbers of UPVC and steel pieces are cut in accordance to various project demands. The pieces are then passed to assembly tables where they are fitted with the supporting steel pieces, drilled and fitted with the necessary accessories before being assembled to the final product.

Throughout the processes, the Quality Control officers move from one area to another to ensure that the processes are done in accordance to the highest standards and to customer requirements.

The final product is then tagged and placed before the dispatch control offices before it is finally inspected, then loaded and delivered on-site.

The entire facility is intelligently integrated. On the one hand, the UPVC facility is connected to the larger EII network through the ERP solution, which was recently implemented, while on the other hand, the facility is connected, through the management team, to the suppliers of the raw materials through a system called Synerg E Build.

Since joining with EII, capital injections have provided the manufacturer with sufficient funds to boost and maintain production levels to meet the client's demands in a timely and reliable manner.



Interview

with Gary Seabrook, General Manager, Caparol LLC

What are the highlights of your professional career?

I began my career in 1976 in Zimbabwe, in a purchasing position with Anglo-American, a mining conglomerate with operations in Southern Africa. In 1981, I switched paths, taking a position in sales with Boumat, a large building materials supplies group, and was promoted as sales manager in four years.

I first moved to Dubai in 1989, when I took a position with a plastics company. Two years later I joined a prominent British paint company as sales and export manager, looking after Dubai and the GCC markets.

In 1997, I was offered a position as Regional Manager with a large Danish coating competitor in the Eastern Province, Saudi Arabia. I had a substantially larger team and sales responsibilities. Seven years later I was back in Dubai with a Norwegian coating company as Export Sales Manager responsible for North Africa, South Africa, Iran and other areas.

I joined Caparol LLC in 2006 as General Manager with the responsibility of expanding the Caparol brand into the GCC and Middle East, North Africa, South Asia (MENASA) region.

What is Caparol and when did it come to Dubai?

In terms of market-share, Caparol is the number-one manufacturer in Germany and Central Europe specialising in decorative paints used for decorating and protecting commercial and residential buildings. It was established as part of the holding company Deutsche Amphobolin Werke (DAW), which itself was founded in 1895 by the Murjahn family. The family has run the company for over 110 years, keeping a consistent drive of influence since inception.

Caparol arrived in Dubai in 1998 when Dr. Klaus Murjahn, the fifth generation Murjahn to run the family business, entered the market to capitalise on the vast potential.

Please describe Caparol L.L.C.'s operations in Dubai in terms of market presence. What are the challenges it faces?

We specialise in marketing directly to projects. We use products developed and used in Germany by DAW and supplement them with locally developed products specifically tailored to local conditions and requirements. Our raw materials are all locally available. In this way we are able to optimise our ability to fulfill project demands regardless of the requirements.

We maintain the high standards and ethics as set by the German market, and we pride ourselves on complying with such standards locally.

We are in the early stages of growth in Dubai, as a number of our competitors have been in the region for over thirty years. In this sense, we can focus on individual opportunities closely and offer a highly personalised service. We firmly believe that there is an excellent opportunity for Caparol with its first-rate products and technical expertise to offer a unique product range that meets the demanding local conditions and tastes.

The challenges we face are to bring the best of German technology into the market. For example, the thermal insulation technology for which DAW is well-known throughout Europe is now being launched in the UAE with large projects.

What benefits do you anticipate from partnering with Emaar Industries & Investments?

Our immediate goal from this partnership is to ensure broader exposure to markets and the various initiatives taking place regionally and internationally.

Aside from the increase in opportunities, this strategic partnership affords us a deeper understanding of the market needs and as such, how to address them effectively. The partnership also allows us to provide solutions much closer to the needs of the developer.

The partnership will also assist us in expanding our operations as we seek broader distribution throughout the MENASA region. Working with EII will facilitate that.

Through close cooperation, EII will also facilitate Caparol L.L.C.'s efforts towards increasing the application of German skill and technology in the UAE market. This will be achieved by emphasising our DAW roots while continuously introducing new products and technologies into the region.

Please provide us with your perspective on the paints market in Dubai:

The GCC, and in particular the Dubai market, is very dynamic and is one of the most exciting locations in the world for commercial, industrial and private property development. There are several large-scale projects underway, and construction and related industries are being driven by these initiatives.

These projects also reflect the strong growth of Dubai. The strength of the property development sector complements the growth of the paints and coating industry: After all, there are plenty of privately owned buildings here, and paint remains the most effective and economical way to redecorate. We envision that home refurbishment projects will increasingly grow in importance in the market, particularly as the trend of home personalization and decoration spreads.

What does the future hold for Caparol L.L.C.?

Our primary goal is to strengthen our market position at the local level by building a new factory and production facilities and expanding into the paint retail market by introducing innovative shops. Through these unique retail outlets, we will introduce new products and technologies, while actively working with EII to introduce paint solutions



to the market.

Our secondary goal is to strengthen our positioning across the GCC. To achieve this we are considering plans for expansion into Oman, Qatar, Bahrain, Kuwait and Saudi Arabia – a key target market for Caparol. We also aim to strengthen our presence in the Subcontinent, Sri Lanka, North Africa and the Maldives.

In a nutshell, describe the process of manufacturing paint: from starting chemicals at different warehouses to the bucket of paint at the shop?

The process starts with research and development laboratories in our large facility based in Ober Ramstadt, in Germany, working in tandem with a local team at our current factory in Al Quoz in Dubai. Careful consideration is given to a target list of products that meet international and local conditions and needs.

The raw material is combined to the formulations in factories replete with mixing equipment, storage tanks and filling lines. All manufacturing stages are tested for quality in dedicated production quality control laboratories. This ensures that the Caparol standards are upheld.

After approval, the manufactured paint is moved to temporary warehouse storage while sales people and consultants working on different projects collectively identify market needs. The paints are then transported to respective Caparol outlets.

Caparol outlets are designed to ensure ease of choice for the homeowner. They can see and experience the new products with new technologies. Colors are customizable as customers can see color combination, special effect, textures of special finishes.

Finally the shop can recommend a contractor who is fully trained by the Caparol team to apply the finishes.

What is the story behind the Caparol Elephant?

In the early 80s it was decided to develop a corporate icon. In the discussions, it was revealed that a widely-used paint made by Caparol had a reputation in the market as being "tough as an elephant's skin". Hence the elephant concept came about and has been used ever since.

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EII and subsidiaries 'go live'

"ERP implementation is a high-risk process as it involves different departments within the organisation. The investment is substantial considering the solution and equipment purchase, training provided and time spent. We followed a strict and structured implementation to speed up system deployment and the returns on investment," said Mr Jalal Jazzar, Chief Financial Officer, EII.

EII has deployed the Microsoft Dynamics NAV solution through Columbus IT. The company aims to enhance productivity, flexibility and customer responsiveness; enable new growth strategies; eliminate costs and inefficiencies; expand knowledge of key business data; and extend business using the Internet.

"Apart from automating EII, we have succeeded in 'going live' with five of our subsidiaries in less than a year. This is primarily due to our selection of Microsoft Dynamics NAV solution, assigning the adequate implementation team, setting the right target and executing an intensive pilot programme. Our subsidiaries are already seeing improvements on various levels, specifically on the operational level. This move comes as part of a series of moves towards increasing operational visibility across all EII operations," he added.

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ACWA Power Development acquires 40 per cent share in Multiforms



"ACWA Power Development is an established investor in the manufacturing sector and the deal is a strategic move to further strengthen Multiforms in its overall expansion strategy, which includes looking abroad into foreign markets, including Saudi Arabia – a market that holds much promise for architectural façade and aluminium manufacturing," said H.E. Mohammed Ali Al Hashimi, Vice Chairman of EII and Chairman of Multiforms.

Mohammed Abdullah Abu Nayyan, Chairman, ACWA Power Development said: "Our decision to invest in Multiforms is a natural progression in our growth strategy. Since its partnership with Emaar Industries & Investments, Multiforms has become one of the fastest growing in its sector due to the concerted

efforts aiming at enhancing the productivity of the company and unlocking its full potential. Through our partnership we aim to support its move into other new markets, including the Saudi market where the strong performance of the construction sector offers a robust growth environment."

Dr. Ahmad Khayyat, Chief Executive Officer EII said, "Our partial exit from Multiforms is in line with our strategy aimed at building long-term value for our subsidiaries and unlocking their growth potential. A strong partner like ACWA Power will ensure a quick access for Multiforms into its target markets. This is also in accordance with our commitment to our stakeholders to enhance value considerably."

Mr. Firas Rifai, CEO, Multiforms said: "The acquisition will lend momentum of growth for Multiforms, as we are seeking to duplicate the success of the partnership

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EII backs 'Engineering Challenges'

This commercial-academic link is a sound alternative strategy to producing home-grown solutions," said Mohammed Saeed Al Raqbani, DCEO, EII. HE Sheikh Nahayan Mubarak Al Nahyan, Minister of Higher Education and Scientific Research and Chancellor of the Higher Colleges of Technology will deliver the keynote address at the ground breaking event. The conference will coincide with the official opening of the Higher Colleges of Technology Centre of Engineering Excellence at Dubai Men's College.

"Dubai Engineering Challenges 2008 is a landmark

event for engineering professionals in the UAE. Our sponsorship of this event is in line with our commitment to developing our greatest resource, human capital," added Al Raqbani.

Over 1,000 delegates are expected at the conference which will be attended by industry leaders as well as engineers of different disciplines in addition to educators, entrepreneurs, consultants, managers, and engineering students. The gathering of some of the brightest minds in the industry will be used as a platform to discuss industry best practice, the solutions to the impending skills shortage and the ways in which innovation can overcome the unique challenges facing the region's cutting-edge engineering projects today and in the future.

with EII in other countries. Since our partnership with EII we have posted a 900 per cent growth, and we've managed to secure a wide range of deals on some landmark projects both inside and outside the UAE. Multiforms also has booked orders worth AED1.7 billion for year 2008 and 2009."

EII engaged SHUAA Capital in August 2007 to broker the deal between Multiforms and ACWA Power Development.

"We are proud to have played a role in matching these three partners and successfully finalising a deal. This joining of hands by three enterprises with a proven track-record is a promising one and will create a new growth dynamic for all concerned," said Makram Kubeisy, Co-head of Investment Banking, SHUAA Capital.

'Engineering Challenges 2008' will present an ideal opportunity for individuals and companies involved in the industry to come together and contribute positively to the continued growth of engineering excellence and innovation in Dubai, the UAE and the wider Middle East. "Having the support of an engineering pioneer such as Emaar Industries and Investments will undoubtedly contribute towards our objectives," said Philip Hicks, Director, Dubai Men's College.

An exhibition will run in parallel with the conference to showcase the latest products manufactured for and incorporated into local and regional projects.

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EII acquires majority stake in Caparol LLC



"EII's growth model is focused on recognising and capitalising on promising potential in the manufacturing industry. This is done through a three-pronged approach of strategic capitalisation, lending industrial and managerial expertise and facilitating expansion into strategic markets," said Dr. Ahmad Khayyat, Chief Executive Officer, Emaar Industries & Investments.

He added: "Caparol derives synergies from the current construction and real estate growth in the region, and its extensive product range effectively meets the demanding requirements of the market. A true leader in innovative products, Caparol has an accomplished track-record in innovation through R&D, and has over 200 European patents to its credit. The company also has a sound environmental policy, which is of crucial importance in today's world. Our partnership with Caparol is aimed at maximising the company's productivity by expanding to a new and bigger facility, and facilitating expansion to new and promising markets."

Caparol, headquartered in Ober-Ramstadt, Germany with operations in over 50 markets around the world, has a turnover of approximately €1 billion (Euros). The Dubai operation, Caparol LLC, was established in 1998. In 2006, Caparol LLC was awarded the ISO 9001:2000 certification for its quality management system.

The Caparol product range includes: Façade and insulation technology, cladding and rear-ventilated façade (VHF), exterior paints, interior paints, enamels and glazes. To meet the evolving needs of the construction sector, the company is involved in the research and design, production and marketing of customised products. A core strength that DAW/Caparol technology brings into the Middle East is in thermal insulation where for over 30 years Caparol has implemented leading effective solutions onto buildings through Europe and other countries in which it operates with the Caparol systems.

Case Study – Enterprise Resource Planning (ERP) system implementation for Specialized Metal Systems (SMS)

INTRODUCTION



Specialized Metal Systems (SMS) was established in 1997 to capitalise on the growing demand for metal works and steel fabrication in the UAE. Its core competency lies in the fabrication of metal furniture for educational institutions.

SMS is one of three companies that make up the Advanced Industries Group (AIG) which is majority owned by Emaar Industries & Investments (EII).

EII specialises in increasing its investment portfolio by boosting the value of its subsidiaries. This is achieved by exposing them to best industry practices, and thus maximizing profitability while minimizing the costs involved.

To achieve this, EII undertakes a series of innovative initiatives that better streamline the functioning of the subsidiaries.

BACKGROUND

Specialized Metal Systems is involved in the fabrication, assembling, painting and dispatching of metal furnishings and architectural metal works with a particular emphasis on furniture used in educational institutions.

To effectively streamline the multiple processes involved at SMS, including the financial data, EII launched an Enterprise Resource Planning (ERP) initiative that covered SMS, among other subsidiaries, in early 2007.

To oversee the implementation of the ERP system, EII chose ColumbusIT Middle East, Dubai, a local branch of the global technology and software development consultant, which recommended the installation of Microsoft Business Solutions Navision 4.0 at EII and its subsidiaries.

The new software aims to fuel efficiency as it gives the management – both at SMS factory-level and EII at the corporate level - fuller awareness and control of the different facets involved in the manufacturing process.

ERP IMPLEMENTATION

The project to the ERP system in SMS started on February 14, 2007, and on March 7, a detailed business review and study of the system requirements was conducted.

A detailed system overview is an essential requirement in ERP planning because implementing an ERP system means integrating all data flow and processes of the organisation into a unified system. ERP software systems are typically complex and usually necessitate significant changes in the work practices of staff members. Only a detailed overview can help finalise the scope of customisation and support necessary in the implementation.

CLOSE COOPERATION DRIVING TIMELY RESULTS

As a key driver in attaining the goal of ERP implementation, a core committee was formed involving a project manager from EII to supervise the implementation, as well as key users from SMS who worked closely with a four-member team from Columbus IT. The consultants coordinated with the department heads and the end users, and were given complete access to data records to ensure a smooth and problem-free transition to the modern ERP system.

Once the main requirements were identified, the system and server were installed in April. This was supplemented by detailed system overviews given to key users of the system.

In May, the installed system was carefully integrated into the overall business process of SMS. This involved matching the needs of the Estimation, Design, Procurement, Dispatch, Production, Sales, Finance and HR departments

By August 2007, the system was populated and customised to fit the needs of SMS. A rigorous training programme was then put in place for the users to familiarise them with the new work environment and ensure a seamless transition into the new system.

SMS users were given access to the system, and in the course of the next two months, data migration was undertaken. To ensure that no system glitches affect the overall efficiency of operation and also to test the efficacy of the new system, in November, SMS launched both the systems – old and new – in tandem. This was a crucial phase, which helped all parties ensure that the new ERP system was fully functional and could effectively replace the old procedures before it was totally cut-off.



The New Year ushered in a new beginning for SMS, as the old system was abandoned and Microsoft Business Solutions Navision 4.0 ‘went live’ - becoming a modern, fully operational, integrated environment.

MARKED GAINS

The new system has already made marked gains. There is vast improvement in financial and data processing at SMS.

SMS, as well as several other subsidiaries involved in a similar implementation project were previously using PeachTree - a software that holds the accounting and financial data of companies - to manage its master inventory and inventory-related transactions.

The new environment - post-implementation of Microsoft Business Solutions Navision 4.0 - ensured improved functions and a further integrated environment that was marked by process efficiency at all levels. There is efficient data flow to EII – not only from SMS but also from the other four subsidiaries that had implemented the new solution simultaneously. This helps EII in analyzing financial reports real-time and evaluating industrial processes.

This is critical in directing the future growth of EII’s subsidiaries, as resource use and process efficiency is the key to ‘smarter’ growth.

The new software has made marked improvements in the following areas: Financial management, sales & receivables, purchase & payables, inventory management, jobs & resources, fixed assets, manufacturing, human resources and payroll.

The New Year and the new system usher in a new era of promising growth for SMS and EII.

A day in the life of...

S.M. Asrar, Senior Director, Investment, EII



- 6:00 Wake up
- 6:00 – 6:35 Morning prayers and Walk
- 6:35 – 7:00 Shower and prepare for work
- 7:00 – 7:15 Breakfast with my wife and two kids
- 7:15 – 8:00 Drive to work. Begin to prepare in my mind the task-list for the day
- 8:00 – 8:30 Arrive at Emaar Industries & Investments and settle down at my desk. Read the business and sports section of Khaleej Times while drinking my morning coffee
- 8:30 – 9:00 Sit with the Associate Director to review, prioritise and make amends to the work plan on the whiteboard
- 9:00 – 9:15 Sit with the CEO to discuss progress on investment opportunities or other projects
- 9:15 – 10:00 Review progress on subsidiary expansion plans and value-creation role.
- 10:00 – 13:00 Review investment opportunities
- 13:00 – 13:15 Prayer
- 13:15 – 14:00 Lunch at Mashawi – Grilled fish
- 14:00 – 15:00 Phone calls to get more details on investment opportunities
- 15:00 – 16:00 Meet with prospective investors
- 16:00 – 16:15 Prayer
- 16:15 – 17:00 Review team progress and set priorities for the next day
- 17:00 – 18:30 Preparing reports and sending e-mails and continuing project review
- 18:30 - 19:30 Leave the office and pass by the fruit and vegetable market on the way home
- 19:30 – 20:00 Continue the drive home
- 20:00 – 20:30 Arrive home to spend time with the children- play cricket with my son and daughter.
- 20:30 – 22:00 Dinner followed by cartoons with the kids before watching the news and sports.
- 22:00 – 23:30 Prayers, read select article from Mckinsey Quarterly, or religious books before going to sleep

Our team



Developing a culture of success

At EII we believe that teamwork is essential to both our individual and collective accomplishment. One of the key elements practiced at EII for the development of teamwork spirit is building the commitment and confidence of each team member, as well as the team as a whole.

We aim to succeed as a trusted investment partner with our clients and continue to learn from our employees and strategic partners - sharing skills, resources, and experiences.

New Appointments



Mohammed Hijazi
Associate Director, Internal Audit



Sameer Fakhra
Associate Director, Finance



Khadija Ouchnid
Receptionist