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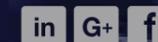
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Investing from the heart of Arabia across the exciting MENAT region and beyond – for over 70 years Abdul Latif Jameel has been opening new doors... Now we're opening more.

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**A**bdul Latif Jameel has been investing from the heart of Arabia across the promising MENAT region and beyond for over seventy years – shining a light on new opportunities for investment and growth. Trusted to open new doors. Now, we are opening more.

Helping people who strive for better, to have better: better means; better lives; better prospects. Helping businesses who look further, to reach further. Into new markets, new homes, and new considerations. We can do this because we are determined in our quest for new potential; and we succeed because we never lose sight of why this matters.

In this magazine we showcase our contribution to and investment in the development of the economies and the quality of life of people in the region.

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# Opening new doors

Mohammed Abdul Latif Jameel

“We see a wealth of opportunities within the MENAT region. Its citizens share a desire for advancement and, while some nations face challenges, they all welcome partners to help them progress.”

**Mohammed Abdul Latif Jameel**  
Chairman and Chief Executive Officer,  
Abdul Latif Jameel

**I wish you, our partners and friends, a very warm welcome to this, our inaugural Abdul Latif Jameel digital magazine.**

The economies of the Middle East, North Africa and Turkey, or MENAT region, are some of the world’s most exciting markets. With young ambitious and connected populations the MENAT countries are modernizing and developing at a rapid pace.

Celebrating our 70th year in 2015, and the 60th anniversary of our partnership with Toyota, we are honored to be playing a positive role in the region’s development. I have seen our business evolve to become highly diverse; an organic process that has delivered major successes for ourselves, and our partners, across many industry sectors. I am also proud to have seen how the way we operate and the decisions we have made have delivered socio-economic change in our communities and wider society.

Our growth has been accompanied by our commitment to sustainable and economic development within the communities we serve. As a business born in the heart of Arabia, I believe we have a special responsibility to support investment and development in our society.

This magazine is designed to keep our partners and stakeholders informed about the activities of Abdul Latif Jameel across the region and beyond; and to highlight the continuing opportunities for growth and development. Every story laid out in these pages represents a business success – but it also reflects lives changed for the better.

We see a wealth of opportunities within the MENAT region. Its citizens share a desire for advancement and, while some nations face challenges, they all welcome partners to help them progress.

As a trusted guide, we can open doors to these exciting and ambitious markets.

Together, we can be partners in prosperity. I invite you to discover more about Abdul Latif Jameel on the following pages. I hope you find it informative. ■

# 2015: Year of celebration

In this first issue we take a look back at 2015, a year which celebrated the 60th anniversary of Abdul Latif Jameel and Toyota Motor Corporation's deep relationship; the 60th anniversary of Japanese-Saudi Arabian diplomatic relations, and our 70th year in business . . .

Dawn illuminates a new day over Riyadh, as Saudi Arabia's thriving capital opens for business.

# Sixty years of automotive excellence

**In a year when Japan and Saudi Arabia celebrate their own 60th anniversary of diplomatic relations, one of the most important moments for Abdul Latif Jameel in 2015 was the 60th anniversary of the Company's strategic partnership with Toyota Motor Corporation.**

It was when foreign relations between Japan and Saudi Arabia were established in 1955 that our partnership with Toyota began. These two countries have, over six decades, enjoyed increasingly close diplomatic and trade ties. As our partnership has grown and our work with Toyota has flourished, so too has Saudi Arabia's society evolved.



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“Change that makes a positive impact on society”.  
“Conscientious growth through a trusted partnership – serving the Saudi society wherever we operate.”

Enormous changes in infrastructure and technology have transformed socio-economic growth in Saudi Arabia, raising living standards and making a positive impact on communities across the country.

This has yielded exceptional outcomes for both companies over the past six decades, and with millions of vehicles traveling through the streets of Saudi Arabia, Toyota has taken a leading position in the market's automotive sector. Since the opening of this first entrepreneurial venture by the late Abdul Latif Jameel on the old Makkah Road, Jeddah, a shared vision, mutual respect and a relentless focus on continual improvement and putting customers first has seen not only growth and success but has also led



to the creation of thousands of jobs, making a positive, tangible impact on Saudi Arabian society and seeing the two companies and the history of the nations' development becoming intertwined.

This investment in transportation solutions and the customer experience has been continuous. Last year alone over 5,500, hours of training were investment to keep our network service skills both up to date and of the highest quality.

In recent years that relationship has continued to mature and in the light of climate change, both organizations aspire to a cleaner, less polluted world. Conscientious growth has always been at the heart of this partnership – a commitment to change for the better and change that makes a positive impact on society. It is fitting therefore that Abdul Latif Jameel and Toyota Motor Corporation mark such an important milestone by jointly moving towards the development of smarter,

safer driving through higher levels of performance, maintenance and design beginning with the launch of the all-new Prius with the latest hybrid powertrain at the recent 2015 Saudi Arabian International Motor Show – the first of many hybrid cars to come, bringing this eco-friendly technology to the market.

Throughout the years, Toyota Motor Corporation has given unwavering support towards Abdul Latif Jameel and its development in Saudi Arabia. It has provided the Company with incredible incentives and opportunities that have helped Abdul Latif Jameel to excel at what it does, grow, evolve and serve Saudi Arabian society wherever it operates. ■

# A driving force in renewables

**The 100% acquisition of Fotowatio Renewable Ventures (FRV) – a leading global developer of solar power plants – in April 2015, followed a year as successful joint venture partners.**

This acquisition signifies our commitment to the importance of solar power as part of a range of solutions to the world’s energy challenges. The level of investment being made by Abdul Latif Jameel is indicative of the fact that renewables are practical and viable.

The acquisition also enables Abdul Latif Jameel Energy and Environmental Services to significantly increase its global footprint, and opens the door to the fast developing renewables markets of the Middle East.

The creation of what is now the GCC’s largest solar PV developer means that Abdul Latif Jameel Energy now has much greater scope for the innovation, development and implementation of new solar, wind, waste-to-energy, hydro power and environmental services that will go on to form an important part of the world’s important move towards sustainable renewable energy sources, watch our corporate video at [alj.com/energy](http://alj.com/energy). ■



Rafael Benjumea, CEO of Fotowatio Renewable Ventures and Roberto de Diego Arozamena, CEO of Abdul Latif Jameel Energy, Dubai UAE April 2015.

“This acquisition signifies our commitment to the importance of solar power as part of a range of solutions to the world’s energy challenges”.



Foton Trucks launch event showcases the full range, Algeria, May 2015.

## New brands new markets

# Foton trucks launches in Algeria

**Ranked fourth in China’s auto industry and first in the global commercial vehicle industry, Beiqi Foton Motor Co. Ltd (Foton) launched in Algeria in May 2015, with a network of seven dealers and a target to expand the network to 15 by year-end.**

“By 2020, the Company’s growth trajectory forecasts output of 3 million vehicle per year globally.”

At the heart of Foton’s innovation is the development of forward thinking technologies in energy-saving and environmentally friendly products, including the introduction of cleaner multi-functional vehicles.

By 2020, the Company’s growth trajectory forecasts output of 3 million vehicle per year globally.

As a trusted partner to Foton Algérie, Abdul Latif Jameel will ensure that the Algerian industry benefits from a comprehensive vehicle life service, from sales to after sales service. These technologies provide industrial – and sustainable energy – solutions.

In markets such as Algeria, it is particularly important for companies to be able to turn to new technologies that offer best-in-class industrial equipment and a seamless value chain. Put simply, growing businesses depend on superb capabilities in distribution, logistics, parts and servicing. This is why, even in the face of difficult global economics, courageous innovation and strong environmental awareness can support growth. ■

### New brands new markets

## Manitou, Foton-Loxa and Teksan in Saudi Arabia

**Our ongoing expansion and diversification into the commercial vehicle, equipment and materials handling sectors continues to underpin our commitment to the infrastructural development of the region and saw the birth of our new Abdul Latif Jameel Machinery division in late 2015.**

More than merely a change of name, this was accompanied by the introduction of French brand, Manitou telehandlers and Chinese Foton-Loxa cement handling equipment to Saudi Arabia. These new partnerships complement our already broad portfolio of Komatsu construction and mining equipment and Toyota Industrial Equipment and Raymond materials handling products (represented since 2013, 1975 and 1980, respectively) and now the addition of Teksan Generators adds power solutions to our offer.

By the end the year this expanded Abdul Latif Jameel Machinery division will move into a new custom-built facility in Jeddah. ■



Manitou Telehandler unit in action

### New brands new markets

## A roadmap for world-class infrastructure

### Supporting infrastructure is integral to economic growth.

In January 2015, Abdul Latif Jameel was appointed as the FedEx Express exclusive authorized service provider in Saudi Arabia and now handles all of its international services to and from 220 countries. In November 2015, a major new logistics project was signed with Saudi Arabia's Civil Aviation Authority.

As licensee of FedEx Express (the world's largest express transportation company) Abdul Latif Jameel will build a 5,000 m<sup>2</sup> bonded hub facility at King Fahad International Airport.

This strategic investment will go on to play an incredibly important role in supporting Saudi Arabia's economic growth through the improvement in the local and national supply chain: good for business, for jobs and overall economic performance. ■



**Above:** Mr. Yousef Al-Dhahri, Director General KFIA and Mr. Faisal Al-Samannoudi, Vice Chairman, Abdul Latif Jameel Commercial Development Company (Abdul Latif Jameel Investments).

Food and water security, enterprise and MIT

## Tackling food and water security

**One of the defining features of the global economic recovery has been the growth in the gap between the rich and the poor. In some of the fast-growing markets, including parts of sub-Saharan Africa, rapid economic growth has made significant progress in infrastructure development in areas such as health and education.**

However, economic growth has not lifted nearly enough people out of poverty – particularly with regards to access to food and clean drinking water.

The need to find sustainable food and water solutions in some of the more remote parts of the world, often in the undeveloped countries, is exacerbated by the effects of climate change – drought and crop failures are an increasingly common feature in parts of Africa. However, it isn't just in undeveloped countries – crops are failing year on year in Australia and the United States.

So finding food and water solutions is a challenge of global proportions – which is why a new program launched in April 2015 by the Massachusetts Institute of Technology's (MIT) Abdul Latif Jameel World Water and Food Security Lab (J-WAFS) is so important.

The new program, called 'J-WAFS Solutions' will provide initial start-up funding to individuals or companies that identify new technologies intended to improve food supplies or meet the demand for clean water for up to 15 projects over the next five years.

In July 2015, J-WAFS announced its first round of seed grant funding to the MIT community and in October, J-WAFS Solutions awarded its first two commercialization grants of US\$ 150,000 each. The two projects are:

- Fouling-Resistant Nanoporous Membranes PI: Jeffrey Grossman, Professor of Materials Science and Engineering
- A Multiplex, Nanosensor Platform for the Real Time Monitoring of Food and Water-Borne Contaminants PIs: Michael S. Strano, Carbon P. Dubbs Professor of Chemical Engineering; Anthony J. Sinskey, Professor of Microbiology and Health Sciences & Technology



Programs such as these demonstrate what can be achieved when academic and research-based organizations such as MIT join forces with commercial companies and community initiatives. Addressing food and water scarcity is now a global challenge. The positive contribution that is being made through this collaboration has the capacity to make a profound impact on human welfare across the world. ■

“Drought and crop failures are an increasingly common feature in parts of Africa. However, it isn't just in undeveloped countries – crops are failing year on year in Australia and the United States.”

## Food and water security, enterprise and MIT

# Growing interest in food and water research

### J-WAFS conference reflects growing interest in food and water research

The MIT community turned out in force, along with attendees from the corporate, government, and nonprofit sectors, for the Abdul Latif Jameel World Water and Food Security's first major event, on April 27-28. Organized around a theme of innovation and collaboration, the conference highlighted the growing need for creative, cross-sector problem solving to address significant global food and water security issues.

By 2050, the world's population is projected to reach 9.6 billion people. To meet the global food demand, as much as 70% more food must be produced in 2050 than is produced today, and according to the UNEP (United Nations Environment Program), the number of countries facing water stress or scarcity by 2050 could rise to 54 (40% of the projected global population). Based on data by the OECD, this represents a 55% increase in water demand. The clear challenge is how to meet these growing food and water needs.

At the conference, the Abdul Latif Jameel World Water and Food Security lab at MIT (J-WAFS) was introduced by Director John Lienhard, as MIT's Institute-wide initiative to coordinate and lead research related to water and food. J-WAFS organized the program, to showcase innovative water, food, and agriculture technologies under

development at MIT, including current research and numerous startups with MIT affiliations.

Following the conference, the final event for the new Rabobank-MIT Food and Agribusiness Innovation Prize was held. Sponsored by J-WAFS, the business plan competition distributed US\$ 25,000 in prize money to three winning student teams. The following week, J-WAFS awarded US\$ 1.3 million in its second round of seed grant funding. Principal investigators will receive grants of up to US\$ 100,000 annually for up to two years for innovative research on food and water challenges.

Read more details about some of these exciting developments here:

<http://www.alj.com/en/news/article/2016/05/j-wafs-awards-13-million-second-round-seed-grant>

Other related MIT News stories:

Conference:

<http://news.mit.edu/2016/j-wafs-conference-reflects-growing-interest-food-and-water-research-0509>

Rabobank-MIT Food and Agribusiness Innovation Prize:

<http://news.mit.edu/2016/india-supply-chain-food-agribusiness-innovation-prize-0429>. ■



# Safe Driving Challenge

**Encouraging safe driving to reduce the number of traffic accidents and fatalities in Saudi Arabia has been a key focus for Abdul Latif Jameel since the beginning and a shared cause with Toyota Motor Corporation.**

It is estimated that, between the years 1971 and 2010, 150,000 lives were lost in Saudi Arabia due to road accidents alone, an average of 3,846 deaths per year. In 2015, the annual fatality rate rose to 7,661, which equates to almost one death every hour. Forecasts show that, if this trend continues, more than 190,000 people may be killed on our roads between 2016 and 2036.

In 2014 Community Jameel launched the Abdul Latif Jameel Road Safety Initiative, in collaboration with Toyota Motor Corporation. Focused on raising awareness of road safety, the initiative places particular emphasis on Saudi Arabia's youth population, driving a positive cultural change for the next generation.

Under this initiative, the Company organized the 'Safe Driving Challenge' in Jeddah, in collaboration with Toyota and Aramco Saudi Arabia. The event, hosted at the Jeddah International Motor Show in December 2015, under the patronage of HH Prince Mishael Bin Majid Al Saud, attracted over 2,000 visitors aged 15 years and up and are pleased to announce our involvement in the 32nd Gulf Traffic Week, starting March 13 2016.

This year's event is themed 'Your Seatbelt, Your Safety', to promote the importance of always wearing a seatbelt when traveling in a vehicle, either as a driver or a passenger. Our participation includes a series of awareness campaigns and several recreational events, as well as interactive activities about road safety. ■



"Focused on raising awareness of road safety, the initiative places particular emphasis on Saudi Arabia's youth population, driving a positive cultural change for the next generation."

# COP21 and World Future Energy Summit 2016

COP21 in 2015, highlighted the pressing need for greater investment in technologies that can help to mitigate the effects of climate change and speed up the movement towards renewable energy sources. As the world's most important international conference on climate change and renewables, it was the perfect opportunity for Abdul Latif Jameel to give financial support to the event.

COP21 placed renewables at the top of the global news agenda – and in 2015 the drive towards the provision of sustainable energy sources continued at Abdul Latif Jameel Energy and Environmental Services. Abdul Latif Jameel was also pleased to have been able to sponsor the World Future Energy Summit in 2015. COP22 takes place in November 2016, in Morocco. ■



**Above:** Sheikh Mohamed bin Rashid Al Maktoum, Sheikh Mohamed bin Zayed Al Nahyan and Enrique Pena Nieto President of Mexico present the Zayed Future Energy Prize Lifetime Achievement award to Dr Gro Harlem Brundtland, former Prime Minister of Norway.

# Renewables Down-Under

**One of FRV's most impressive solar development facilities – the iconic 50-hectare Royalla Solar Farm in Australia – has been sold to the Dutch Infrastructure Fund (DIF), an independent fund management company.**

FRV developed the plant under the Australian Capital Territory's innovative reverse auction program – the first on this scheme and will continue to provide asset management services on behalf of the new owner.

Royalla is composed of 83,600 photovoltaic panels powering some 4,500 homes. It is expected to abate 800,000 tonnes of greenhouse gas emissions over its lifetime and also set a benchmark for the industry as the first large-scale solar power plant to be connected to Australia's national electricity grid.

After having designed and built the plant, FRV has delivered a strong return on investment through the sale and this capital is reinvested by FRV and Abdul Latif Jameel Energy to grow its global project development business, across 19 countries around the world.

The Company recently received planning approval for three different large-scale solar farms located near the townships of Tieri, Clare and Baralaba, all in the State of Queensland that could deliver a combined generating capacity of over 300MWac when completed. FRV is also currently constructing the 56 MWac Moree Solar Farm in northern New South Wales – as well as plants in sub-Saharan Africa, Latin America and across the MENAT region. ■



Royalla is composed of 83,600 photovoltaic panels powering some 4,500 homes. It is expected to abate 800,000 tonnes of greenhouse gas emissions over its lifetime.

# Together for Good – Community Jameel

**As the evolving nations of the Middle East, North Africa and Turkey continue their rapid development it is important for their societies to adapt.**

Societal growth is about much more than just economics; it is about providing opportunity and achieving this during transformational economic development which requires many players. That's why Community Jameel has been a proud part of this evolving social journey since 2003.

There's no better way to improve a community than work. That's why we work within communities investing in job creation and businesses aimed at helping communities to transform themselves; and showcase art and artists to inspire. If people have work; they have personal pride, family stability and money to spend. ■

“There's no better way to improve a community than work.”



## Community Jameel in 2015

### Job Creation

In 2015, our continued drive to help to create jobs that both power the economy and empower our citizens through Bab Rizq Jameel, assisted nearly 133,540 people into employment through its miscellaneous programs both domestically and internationally across our region. This brings our total since we began this in 2003, to 720,000 – a valuable achievement and investment in our collective future.

[www.babrizqjameel.com](http://www.babrizqjameel.com)



### Health and Social

In the area of health and social programs, Abdul Latif Jameel Hospital continues to offer its rehabilitation services. Since its creation until the end of 2015, the hospital has assisted in the rehabilitation of over 61,388 people [www.aljrehab.com](http://www.aljrehab.com). In addition, the Orphans Program, has, since 2005, provided educational and recreational trips for 221 high-performing orphan children, including last year's trip to Japan which lasted for eight days.

### Recognition

In February, HRH, The Prince of Wales presented an Honorary Knighthood to Mohammed Abdul Latif Jameel, for his philanthropic activities and support for the development of the arts and culture in the UK. Mr Jameel is internationally recognized for his support for the development of the arts and culture. Most notably, he has played a significant part in a project to restore the Islamic Gallery housed in the Victoria & Albert Museum in London. Community Jameel also founded the Jameel Prize in partnership with the Victoria & Albert Museum. Awarded every two years, the Jameel Prize is an international art prize awarded to up-and-coming artists and designers inspired by Islamic traditions of art, craft and design.



### Education and Training

In Education Jameel, the 1001 Inventions Exhibition showcase has reached and inspired over 200 million visitors to its roadshows worldwide since its inception.

[www.1001inventions.com](http://www.1001inventions.com)

Additionally, the Abdul Latif Jameel-Toyota MIT Fund has now supported more than 165 scholarships, while INJAZ (in which Community Jameel was a founder), continues to reach thousands of students – both of these programs aim to inspire our region's young talent to reach their potential.



### Art and Culture

In arts, the Jameel Gallery for Islamic Art at London's V&A Museum [www.vam.ac.uk](http://www.vam.ac.uk) continued its success in 2015, the V&A Museum had over 3.7 million visitors.

Alongside this, a total of 250 international artists participated in the 3rd Jameel Islamic Art Award in 2014; the 4th Award will launch over the coming months. Our partnerships with the Edge of Arabia initiative and Crossway Foundation continued their support for contemporary art by holding some 10+ local and international exhibitions worldwide, visited by thousands of people. The Prince's Trust and Community Jameel opened the Jameel House of Traditional Arts & Building Skills in Scotland, the third such center after Cairo and Jeddah. ■

SPOTLIGHT ON

# Turkey

Unlocking potential and identifying opportunities around the world



# Talking Turkey

**Since 1998, Abdul Latif Jameel has become a major business power in Turkey. The Company has a long, proud history of excellence in the country, borne out by its consistently high service levels that are recognized year-on-year in regional and national awards.**

May saw Toyota Turkey win two awards in the 'Best Employers of Turkey' competition. The awards were given by the Great Place to Work Institute following its research which surveyed over 30,000 employees from 80 companies in Turkey. Toyota Turkey was one of just 25 companies – and the only company in the automotive sector – identified as displaying a very high level of 'corporate culture' and was recognized among the top 18 companies (50-500 employee category) as a 'Best Employer in Turkey'.

In the same month, the business won Toyota Motor Europe's 2014 'Value Chain Champions Competition' for the third time since the competition was established in 2011 (having also won the inaugural competition). The award is given to the best performing country in the areas of After Sales Marketing, Business Development Strategies and Implementation.

In September Abdul Latif Jameel Motors Toyota in Turkey announced that its Toyota Yaris Hybrid vehicle had been selected for public transportation by Tepebaşı, a municipality and district

governorate in Eskişehir, marking the first time for a Turkish municipality to use hybrid cars for public service.

The organization's creative marketing output and customer engagement was recognized through four prestigious industry awards:

- The 'Golden Spider Awards' – dubbed as the 'Oscars of the Web' in Turkey – in recognition of the Toyota Verso microsite, placing Toyota Turkey in top place in the 'Best Automotive Website' category
- The 'Silver Crystal Apple Award' – for its 'Toyota Hybrid Silence Broadcast' campaign
- The Silver Stevie Award for Toyota Turkey's participation in the International Orange Blossom Carnival in August 2015
- The Felis Award for Marketing Excellence was handed to Toyota Abdul Latif Jameel Turkey by MediaCat, which is Turkey's leading marketing and communications publication.

In addition, ALJ Finansman A.Ş. (ALJ Finans) was named the 'Best Auto Financing Company' in the market at the 2015 edition of the International Finance Awards for its consistent market-leading success and proven track record of providing innovative financing solutions in the country's automotive sector in February 2016.

The achievements in 2015, and 2016 so far, are indicative of the great reputational success of Abdul Latif Jameel's Turkey operations, its enormous progress in building market share and its ability to raise the bar of automotive distribution, sales, marketing, financing and customer service in the country. ■



Where Europe meets Asia - bridge across the Bosphorus, Istanbul

**Earlier this month, Abdul Latif Jameel announced that it had begun to implement plans to invest over US\$ 2bn in the country over the next five years, with US\$ 0.5bn already earmarked for 2016.**

# Investing in Saudi Arabia

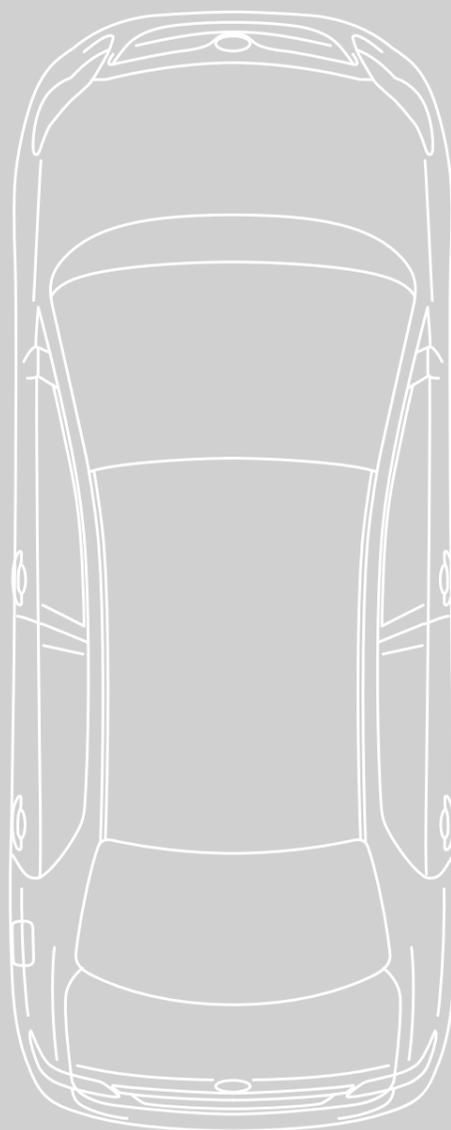
This series of new, self-funded investments is part of the businesses' long-term expansion plans in the Saudi Arabian market, and its contribution to the growth of the local economy, across a range of industries aligned with Saudi Government economic vision. Saudi Arabia is an evolving economy and these new investments are based on what we see as continued opportunities and potential for future growth.

These latest investments are expected to create thousands of new jobs in Saudi Arabia, across the automotive, real estate, logistics and financial services sectors.

“The economy today is going through a remarkable transition, with a range of diversification initiatives being implemented by the government. This, along with a dynamic consumer market and a growing population, offers significant potential for local and international investors.”

**Mohammed Abdul Latif Jameel,**  
Chairman and Chief Executive Officer, Abdul Latif Jameel

Abdul Latif Jameel Motors will also be expanding its network into new cities, increasing the number of customer contact locations and increasing its total service capacity for its Toyota related brands to around 2 million units. New auto-logistics centers will also be developed, in addition to upgrading existing retail and service facilities.



Artist's impression of the new corporate headquarters office for Abdul Latif Jameel in Jeddah



Investments will also be made through Abdul Latif Jameel's real estate division, Abdul Latif Jameel Land, a residential property developer in Saudi Arabia that focuses on projects designed to meet the country's growing demand for contemporary housing.

This overall investment plan also includes new initiatives in financial services, as well as exploring new opportunities in the manufacturing sector. Abdul Latif Jameel will also be investing in a new eco-friendly and energy efficient headquarters in Jeddah, which will cover 40,000 m<sup>2</sup>, with capacity for up to 2,500 Associates. In addition, in Riyadh the Company will soon complete the construction of the world's largest Lexus retail facility.

These investments are a reflection of the Company's proven track record of investing for growth. In 2014, Abdul Latif Jameel increased its focus forming Abdul Latif Jameel Investments – a dedicated and well-resourced venture to identify opportunities and drive investment in Saudi Arabia – accelerating diversification and business growth, while contributing to the economic development of the country.

## Building Diversification from Strength

Building on our heritage, Abdul Latif Jameel Investments already has a number of established businesses in the automotive sector offering products and services, including multi-brand pre-owned vehicles, accessorization and personalization services; mobility solutions for the disabled; oil and lubricants manufacture and distribution; collision repair and vehicle conversion and telematics and fleet management solutions.

Less directly related are a leading national outdoor media and signage company, and – a natural choice given our proven logistics network – our partnership with FedEx. ■

# Serving customers and the community in Riyadh – the world’s largest Lexus Center

In May 2016, Abdul Latif Jameel Motors inaugurated the world’s largest Lexus Center in Riyadh, Saudi Arabia.

Located on the Capital’s Northern Ring Road, the new facility has a footprint of 26,364 m<sup>2</sup> and a built-up area of 41,450 m<sup>2</sup>, an area equivalent to four soccer pitches. Providing our Riyadh customers with unparalleled choice, the new vehicle showroom can comfortably accommodate 20 vehicles, and offering the very best service standards, the workshop has the capacity to service up to 79 vehicles simultaneously and 160 a day.

The center also includes a secondary showroom with a dedicated space for 15 Lexus certified pre-owned vehicles and customer parking for over 100 visitors. With on-site full body and paint repair, over 12,000 parts (most available same day and all in 24 hours) and 1,730 m<sup>2</sup> of luxurious lounge areas, where customers can relax whilst watching their vehicle being worked on, Abdul Latif Jameel’s investment into this exceptional center demonstrates our strong commitment to the pursuit of better service and facilities and to continuously exceed our customers’ expectations.

The project, by Abdul Latif Jameel Land, is part of the recently announced US\$ 2.2 bn investment in Saudi Arabia by Abdul Latif Jameel over the next five years.

The facility employs 254 people and has created 30 new positions. The site was inaugurated by Chairman of Toyota Motor Corporation, Mr. Takeshi Uchiyamada with President and CEO of Abdul Latif Jameel, Eng. Mohammed Abdul Latif Jameel KBE on April 24, 2016, and followed by a VIP customer event on May 12. ■



# Investing in international connectivity

Every emerging market understands the importance of infrastructure development and logistics – both critical to sustained economic growth and competitiveness. This is why the signing of a major new logistics project between Abdul Latif Jameel and Saudi Arabia’s Civil Aviation Authority in November 2015, represents such good news for the country.

Abdul Latif Jameel Transport Ltd., part of Abdul Latif Jameel Investments, and the licensee of FedEx Express (the world’s largest express transportation company), will build a 5,000 m<sup>2</sup> bonded hub facility at King Fahad International Airport. Abdul Latif Jameel Transport Ltd. was appointed as the exclusive

FedEx Express authorized service provider in Saudi Arabia in January 2015 and now handles all of its international services to and from 220 countries.

According to the Saudi Arabia’s General Investment Authority (SAGIA), the country’s demand for international cargo is expected to grow by 5% and 7-8% for air and sea cargo, respectively by 2020.

Abdul Latif Jameel Transport Ltd. will relocate its clearance facilities for Express Trucking Shipments from Al Batha Border to the airport. Supported by an on-site customs office this will make a major improvement in clearance times and faster transit times for customers.

**Below:** Abdul Latif Jameel is the Global Service Provider of the globally renowned FedEx Express brand in Saudi Arabia



**Right:** KAEC Industrial Valley in Saudi Arabia



Investing SR1.2 bn in King Abdullah Economic City (KAEC) was first announced in 2013, we are committed to further shaping the future of our country and to creating a legacy of which we can all be proud. This includes the development of three major KAEC projects:

- a world class 1.5 million m<sup>2</sup> automotive logistic hub
- a 57,000 m<sup>2</sup> oil and lubricant factory, and
- a 15,000 m<sup>2</sup> pre-cast concrete factory

“The signing of a major new logistics project between Abdul Latif Jameel and Saudi Arabia’s Civil Aviation Authority in November 2015, represents good news for the country.”

## Accelerating Growth

Following its formation, Abdul Latif Jameel Investments has also opened an office in the Saudi capital, Riyadh, as a second geographic base from which to be poised to look to the future.

This will focus on so-called ‘sunrise’ industries and exploring major opportunities outside our core business lines, including, for example:

- greenfield investment
- joint venture and other partnership relationships, and
- acquisition

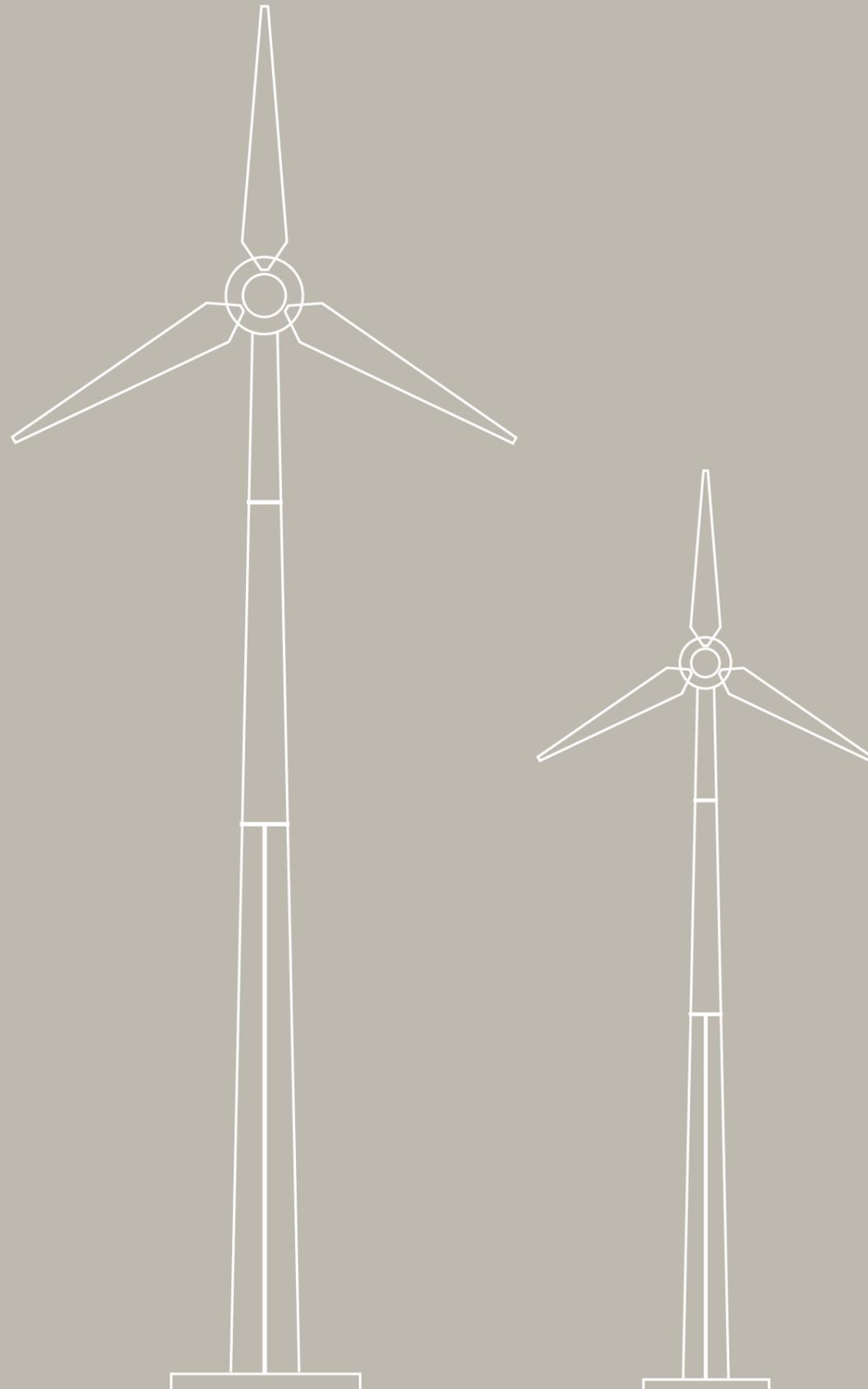
Looking to do what Abdul Latif Jameel does best: adding real value by incubating and nurturing growth. ■

Industry focus

## Energy and environmental services

“1.3 billion people on our planet do not have access to electricity.”

International Energy Agency



### Powering a sustainable future

Today, one of the greatest impediments to socio-economic growth around the world is a lack of access to power. According to the International Energy Agency (IEA), 1.3 billion people on our planet do not have access to electricity, keeping almost 18% of the world’s population in poverty. What this also means is that almost a fifth of the world’s population is unable to contribute to social and economic growth in their own countries. This is why so much of Abdul Latif Jameel’s focus is on renewables and in 2012, Abdul Latif Jameel Energy was set-up to start to address this need.

### Powering over 75,000 more homes from Jordan to Uruguay

In April 2015, Abdul Latif Jameel acquired one of the world’s most important renewable energy companies – Fotowatio Renewable Ventures (FRV).

This was followed by rapid success when Abdul Latif Jameel Energy signed a Power Purchase Agreement for a planned 5-megawatt (65 MWdc) solar PV plant in Mafraq, in the north of the Hashemite Kingdom of Jordan in November 2015. The new plant will have the capacity to power over 40,000 homes in the country. Then in January 2016, Abdul Latif Jameel Energy’s FRV solar plant, La Jacinta, Salto commenced operation as Uruguay’s first-ever utility-scale plant – a key milestone in the government’s ambitious policy to promote more extensive usage of solar power.

With 64 MWdc of installed power, the plant provides 100% of its energy to the Uruguayan state-owned electric company ‘Administración Nacional de Usinas y Transmisiones Eléctricas’ (UTE) and meets the electrical needs of approximately 35,000 homes, while eliminating approximately 74,142 tons of CO<sup>2</sup> emissions per year.

The private sector must continue to invest in affordable, sustainable renewables so that the world’s poorest people can escape poverty.

Abdul Latif Jameel Energy currently has a pipeline of approximately 4.3 GWdc worldwide through FRV in emerging solar markets, including the Middle East, Australia, Africa and Latin America – the equivalent of generating enough electricity to supply approximately 2 million homes and remove



Industry focus

## Energy and environmental services



**Above:** 2015 was a 'breakout year' for the Middle East for investment in renewable energy, particularly for solar energy

**Left:** GGC countries such as Saudi Arabia, the UAE and Kuwait have aggressive and ambitious clean energy targets in order to reduce the reliance on natural gas generated power

approximately 6 million tons of CO<sub>2</sub> emissions. Investments such as these are critical in the global fight against poverty and in mitigating the impact of climate change.

However, electricity is just part of the story, alongside solar and wind-based power generation, a more holistic approach to energy usage and environmental efficiency is needed.

Today, the UAE and Saudi Arabia are two of the world's largest producers of desalinated water but global freshwater shortages mean that other countries are also turning to desalination. According to the International Desalination Association, the demand for desalinated water is growing by about eight per cent every year.

Speaking at the World Future Energy Summit 2016 (WFES), in Abu Dhabi, UAE, Roberto de Diego Arozamena, Chief Executive Officer, Abdul Latif Jameel Energy and Environmental Services, said, "While water desalination is critical to meeting the region's water demands, today's production is extremely energy-intensive, using valuable fossil fuel reserves. Coupled with the region's rapidly expanding population, it is vital for the region to adopt renewable energy to power desalination to meet rising water demand in a more sustainable way."

For Abdul Latif Jameel Energy and Environmental Services, water desalination and water purification is an important area of focus and we are looking at ways of building our capabilities in order to address this rising demand."

### One of the keys to poverty alleviation?

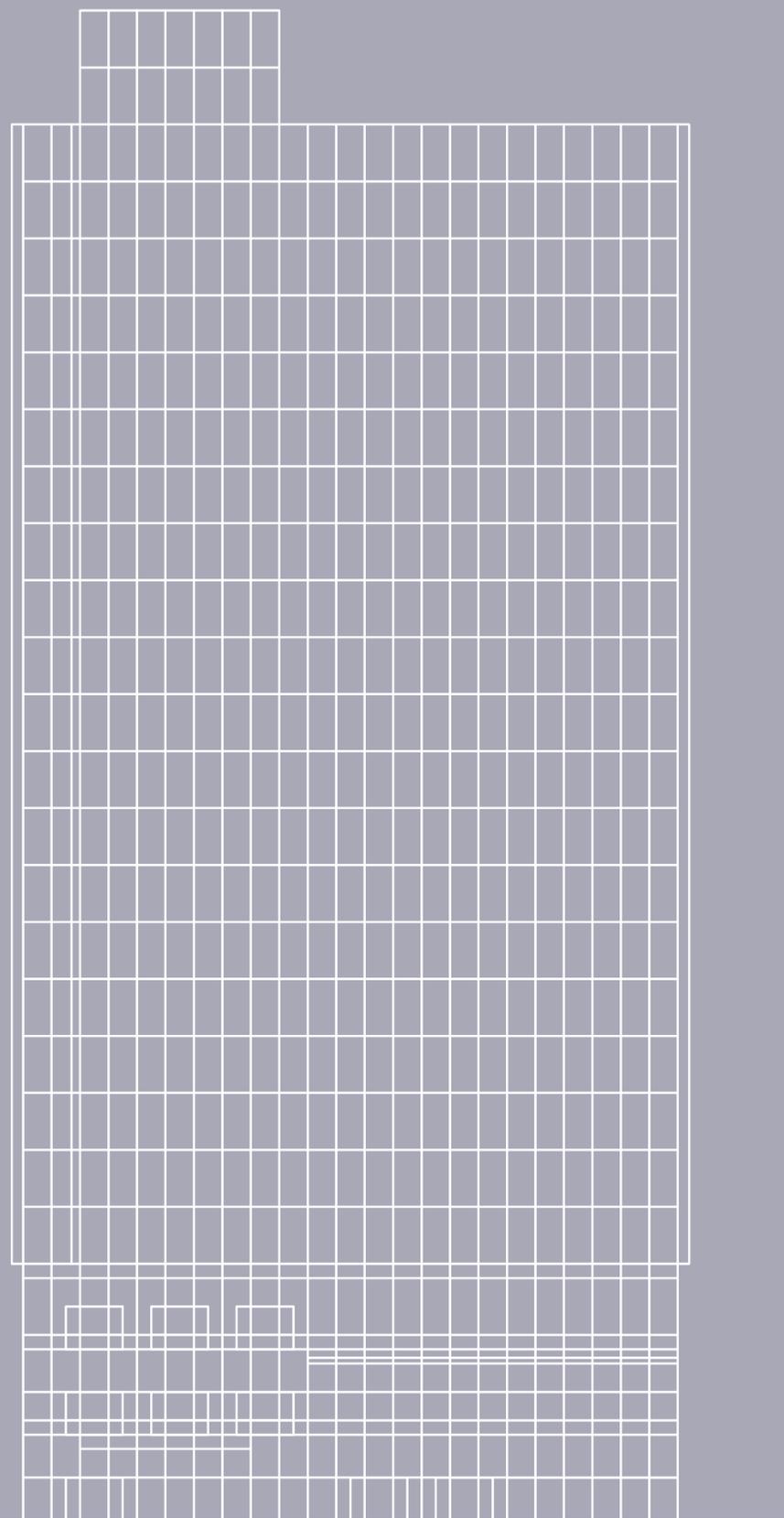
Abdul Latif Jameel Energy is working with the Abdul Latif Jameel World Water and Food Security Lab (J-WAFS) to coordinate and promote water and food research at MIT in Boston with a mission to alleviate climate change impact, food scarcity and water shortages globally.

We take our renewables obligations seriously and look forward to continuing to do our part in helping people access renewable energy through powering a sustainable future. ■

Industry focus

## Land and real estate

“We firmly believe in the potential of well-executed, quality property to transform lives, communities, places and the nation at large. Our mission is to inspire and lead this evolution throughout Saudi Arabia, and beyond, delivering on our promise to open new doors by contributing to the infrastructure of life.”



### A new breed of property developer

The Saudi Arabian property sector is going through a transformative phase – one in which major shifts in consumer preferences, habits and expectations are intersecting with the realities of supply, costs, human capital and the availability of financing. At the center of this evolution is a particular need for Saudi Arabia to engage in land-use that meets two of the country’s key requirements: job creation and the demand for new homes.

Seeking to address these needs, Abdul Latif Jameel Land was created in 2013, as a dedicated business with a large pipeline of successfully completed projects already in hand. The existing collection of properties, combined with ambitious expansion plans mean that over the next five years Abdul Latif Jameel Land will have a portfolio of over 150 projects across commercial, industrial and residential sectors. This represents a multi-billion Riyal commitment, not just to the business but also to the country and to customers. Abdul Latif Jameel Land is a new kind of master-developer that delivers a full spectrum of world-class real estate products and services across the value chain.

### Leading by example

Abdul Latif Jameel City is the flagship 214,000 m<sup>2</sup> development project designed to make the best possible use of Abdul Latif Jameel’s main Jeddah base location for many years and what has subsequently become a high-value piece of real estate. This semi-gated development will open the site up to the city through its mixed use content.

On the commercial side, these include the Abdul Latif Jameel headquarters, an iconic, environmentally conscious structure designed by one of the world’s largest architectural practices, Aedas. The new headquarters will house 2,500 employees and act as the anchor project, setting the tone for the subsequent development the rest of the plot. Other projects to be undertaken on the site include a state-of-the-art Lexus showroom, several blocks of office space for rent, an art museum, residential use; clusters of carefully laid out, mostly low-rise apartment blocks that will also include a shopping district and a hotel.

The overall goal is to make Abdul Latif Jameel City an ideal work/life environment – an urban oasis. Conceived as a 10-15 year project, Abdul Latif Jameel City is also designed to attract third-party developers, working to strict guidelines, who will be responsible for the development’s completion. The City will serve an eventual population of 25,000 residents.

Industry focus

## Land and real estate

**Below:** Our plans to invest US\$ 2bn in Saudi Arabia over the next five years

“As a nation, Saudi Arabia is overwhelmingly young. Only 30% of Saudi nationals own their own homes, a figure far below most of the rest of the world.”



## Partnering for accelerated growth

In 2015, Abdul Latif Jameel and Emaar Properties, the UAE-based developer of iconic real estate assets, signed an agreement to develop integrated property projects in Saudi Arabia. The two companies will launch projects under the partnership entity, Emaar-Jameel. The agreement enables Abdul Latif Jameel to utilize Emaar Properties’ proven competencies in Saudi Arabia, particularly in the development of high-end ‘Downtown’ developments that add value to the economy.

## Contemporary affordable homes

As a nation, Saudi Arabia is overwhelmingly young. Only 30% of Saudi nationals own their own homes, a figure far below most of the rest of the world, where 60-70% are closer to the norm, especially in more developed markets. Abdul Latif Jameel Land will also focus on providing contemporary and affordable housing, through the use highly cost-efficient pre-cast technologies.

This new, more discerning breed of real estate customer strives for an aspirational living environment – comprehensive and well-considered conveniences and a vibrant, thriving community.

## Looking to the future

The introduction of a whole new generation of developments will lead to the rapid creation of thousands of jobs, from construction, to engineering, hospitality, education, healthcare and a whole value chain of support services. The creation of entire communities that feature malls, mosques, schools, hospitals, and parks will also create an environment where entrepreneurs can flourish and social mobility can transform communities and opportunities. ■