

# FT Gulf Property Investment Conference 2007

6 November 2007, Park Hyatt Dubai



FINANCIAL  
TIMES

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# GENERAL INFORMATION

## LOCATION

The Conference will take place in the Creek Ballroom at the Park Hyatt Dubai.

## LUNCH AND REFRESHMENTS

Refreshments will be served in the Pre-Function area of the Creek Ballroom from 08:00 and during break periods. A buffet lunch will be served in Creek Ballroom A from 12:45.

## NETWORKING RECEPTION

The networking reception will take place in the Pre-Function area of the Creek Ballroom from 17:30.

## FEEDBACK FORMS

We would be grateful if you would complete the feedback form on your table in the Ballroom. Please hand your completed form to Registration Desk staff before you leave the Conference.

## MOBILE PHONES

As a courtesy to other delegates, please ensure your mobile phone is switched off while in the Conference room.

## SECURITY

For security reasons it is important that you wear your conference badge at all times.

## CLOAKROOMS

There are cloakrooms located on the right before you reach the Registration desk.

## INTERNET ACCESS

Wireless internet access is available throughout the Creek Ballroom Suite. Access details will be available at the Conference Desk. Free-standing internet terminals are also available throughout the Ballroom Suite. If you have any problem with access please speak to a member of FT Conferences staff.

## BUSINESS CENTRE

For directions to the hotel business centre please ask at the hotel Reception Desk.

## SPEAKER PRESENTATIONS AND AUDIO DOWNLOADS

These will be available to download from the FT Conferences website from Monday 19 November. The access details are:

### **[www.ftconferences.com/gulfproperty](http://www.ftconferences.com/gulfproperty)**

**Username/email address:** ftgulfproperty07@ft.com

**Password:** papers

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# WELCOME

Dear Guest

**It is our great pleasure to welcome you to the FT Gulf Property Investment Conference, here at the Park Hyatt Dubai.**

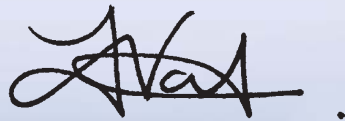
As a result of rising oil prices, the Gulf States are among the world's fastest growing economies and experiencing a seemingly unstoppable property boom. Not only are foreign investors attracted to the exciting opportunities in the region, but Gulf investors are buying up real estate in North Africa, Asia and Europe.

This conference will bring together leading property investors, economists, developers, analysts and advisers to give you the insider's view of the current property investment landscape in the Gulf, and a chance to debate future opportunities.

Some of the questions our expert panels will be attempting to answer are: What opportunities exist for investors over the next five years and how will the demand for property products develop? Will the supply of financial products meet tomorrow's demand? What factors are reshaping tomorrow's skyline? Is the future assured – or might the boom become a bubble?

We hope that you will enjoy what promises to be a successful event and that you will join us for the networking reception afterwards.

Yours sincerely



**Jayne Van Hoen**

Director of Global Conferences & Events

**Financial Times**

# PROGRAMME

08:00–09:00

## REGISTRATION AND BREAKFAST

09:00–09:10

## CHAIR'S OPENING REMARKS

**Stefan Stern**, Management Columnist, Financial Times

09:10–10.45

## VIEWS AND OVERVIEWS OF THE ECONOMY

What is the wider economic picture? What are the predictions for the Gulf economies over the next five years? How will this shape the property markets in the Gulf, Asia and North Africa? Is the future assured – or might the boom become a bubble?

09:10 **Rashid Doleh**, CEO, Emaar Malls Group LLC

09:25 **Thomas Edelmann**, Vice President, MasterCard SAMEA

09:40 **Sanjay Puri**, Principal Investment Officer, International Finance Corporation

09:55 **Youssef Nasr**, CEO, HSBC Bank Middle East

10:10 Discussion Q&A

10:45–11:10

## NETWORKING BREAK

11:10–12:45

## THE INVESTORS' VIEW: PROPERTY vs EQUITY

Where should investors be looking next? Middle Eastern investors have traditionally favoured property over equity, but is this gradually changing? What factors support the long-term development of a stronger equity market? Which vehicles offer the best returns in which markets?

11:10 **Marwan Shehadeh**, Managing Director, Al-Futtaim Capital LLC

11:25 **Hashem Montasser**, Managing Director and Head of Regional Asset Management, EFG-Hermes

11:40 **Jürgen Herre**, Managing Director, MENA Region, Hines Development Management Abu Dhabi LLC

11:55 **Ailsa Pollard**, Director of Strategy, Istithmar Real Estate

12:10 Discussion Q&A

12:45–14:00

## NETWORKING LUNCH

14:00–15:35

## OCCUPIERS: THE DEMAND FOR PROPERTY PRODUCTS

Service sector growth is increasing demand for commercial property whilst the Gulf's large maturing youth populations are pushing up demand for rented residential. How will the supply of financial products meet tomorrow's demand? How will rental income which has returned between 10-20% annually, perform in the coming years? What role are property brands playing in this emerging market?

- 14:00      **Blair Hagkull**, Managing Director, Jones Lang LaSalle, Middle East & North Africa
- 14:15      **John D Davis**, CEO, Colliers International
- 14:30      **Nicholas Maclean**, Managing Director, CB Richard Ellis Middle East
- 14:45      **Fouad Bardawil**, Chairman and President, Emirates Specialities Company LLC
- 15:00      Discussion Q&A

15:35–15:55

## NETWORKING BREAK

15:55–17:25

## SHAPING TOMORROW'S SKYLINE

What will be the main factors that determine the demand for property in the Gulf over the next ten years, and how will this shape the skyline of tomorrow? What role will the growth of tourism and the rising demand for luxury play?

- 15:55      **Amr Salem**, Director - Real Estate Segment, Cisco
- 16:10      **Peter R Riddoch**, CEO, DAMAC Properties
- 16:25      **Robert Lee**, Executive Director - Investment Projects, Nakheel
- 16:40      **Ronald Barrott**, CEO, ALDAR Properties PJSC
- 16:55      Discussion Q&A

17:25–17:30

## CHAIR'S CLOSING REMARKS

17:30–18:30

## CLOSE OF CONFERENCE AND NETWORKING RECEPTION

# SPEAKERS

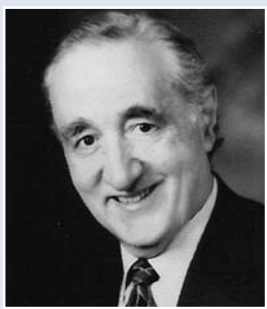


## CONFERENCE CHAIR

### STEFAN STERN

Management Columnist  
**Financial Times**

Stefan Stern writes a weekly column on management for the Financial Times' "Business Life" section, appearing on Tuesdays. Mr Stern has been writing about business, finance and management for the past 15 years. Previously he worked for the BBC and Management Today magazine. He has won awards for his work from the Work Foundation and the Management Consultancies Association. Mr Stern studied French and German at Oriol College, Oxford.



### FOUAD BARDAWIL

Chairman and President  
**Emirates Specialities Company LLC**

Fouad Bardawil is Chairman of the Bardawil Group, which is involved in various trading, manufacturing and specialised contracting activities in the UAE, Kuwait, Qatar and Lebanon. In Kuwait, the Bardawil Group has been active since 1952, and is a major shareholder in Al Bahar & Bardawil Specialities Company WLL. As Chairman and President of Emirates Specialities Company LLC, Mr Bardawil has been living in Dubai for the past 31 years. This company, which was launched in 1967, markets a wide range of specialised building materials in the UAE, some of which it manufactures locally. He is also Chairman and President of Bardawil Aviation Company, which has offices in Lebanon and the Dubai Airport Free Zone. This company has been publishing the weekly Bardawil Middle East Aviation Newsletter since March 1961. Mr Bardawil has had a long-standing interest in real estate as an active developer, investor and researcher.



### RONALD BARROTT

CEO  
**ALDAR Properties PJSC**

Ronald Barrott is CEO at ALDAR Properties PJSC. In this role Mr Barrott has overall responsibility for the company which involves engineering and controlling the company's current growth in the UAE and future expansion into international markets. In addition, he oversees all project development activities and related businesses of ALDAR, generating significant financial returns for their shareholders and driving sustainable development in Abu Dhabi. He is a building engineer by profession with over 37 years of experience in the construction and development industries. This includes eight years as a Managing Director and 14 as CEO and Chairman. Three development companies were founded by Mr Barrott under the Stannifer name – two property development companies in the UK, one in the Czech Republic and one operational hotel group. He is on the advisory board of the British Council of Shopping Centres (BCSC) and is a member of the International Council of Shopping Centers (ICSC). He was previously a member of the board of 'International Swiss Based Trust' with international interests in the USA, UK and Europe.



## JOHN D DAVIS

CEO

### Colliers International

John Davis has over 20 years of property related experience. He joined Colliers International in 1994 from one of South Africa's leading financial institutions as General Manager Finance for the company's Property Management Division. In 1996 he was appointed as a director to the company's main board with responsibility for their Property Management activities throughout Southern Africa. Mr Davis was instrumental in Colliers International entering into the Facilities Management arena across Southern Africa and in 1998 a new division of the company was formed with him assuming responsibility for both divisions as the Property and Facilities Management Director, prior to being appointed as Managing Director in 2000. In 2001 he transferred with Colliers International to the UAE to drive the growth of Colliers International's business across the Middle East region. Based in Dubai, Mr Davis currently holds the position of CEO for the company which now operates six regional offices offering a full range of professional real estate related services across the MENA region. He was recently appointed to the Colliers International EMEA board and he is also a board member of the Middle East Council of Shopping Centres.



## RASHID DOLEH

CEO

### Emaar Malls Group LLC

Rashid Doleh, CEO, Emaar Malls Group LLC joined Emaar in 2006. As CEO of Emaar Malls Group, Mr Doleh has global responsibility for Emaar's retail expansion plans covering the emerging markets of Middle East, North Africa, the Indian Subcontinent and China. The company's flagship, The Dubai Mall, is one of world's largest malls. At 5.9 million sqft it boasts more than 1,200 stores and anchors the prestigious Burj Dubai Downtown development. Mr Doleh brings over 12 years' experience in retail, banking and insurance in the UAE. His extensive retail experience commenced with Majid Al Futtaim Investments (MAFI), a large property developer based in Dubai with operations throughout the Middle East. He began his tenure in retail as a Leasing Manager where he was later promoted to the post of General Manager of Ajman City Centre (Gross Leasable Area (GLA) 300,000 sqft). He then progressed further to assume general management responsibility for Deira City Centre (GLA 1.2 million sqft). Mr Doleh's career at MAFI culminated in the multifaceted role of General Manager, Business Development at the Corporate Head Office working on new investment and mall development opportunities. He is an active board member of the Middle East Council of Shopping Centres and an organisational member of the International Council of Shopping Centers, Financial Management Association National Honour Society, Golden Key National Honour Society, Economic Honour Society at the University of Denver and the International Wildlife Conservation Society. He holds a Bachelors degree in Business Administration and a double major in Finance and General Business Administration.

## SPEAKERS



### THOMAS EDELMANN

Vice President

#### **MasterCard SAMEA**

Thomas Edelmann joined MasterCard Worldwide in 2001 and is responsible for strategic alliances and related business development initiatives in SAMEA. In his previous positions with MasterCard as Vice President Marketing, Mr Edelmann was in charge of all marketing initiatives in the Middle East & Levant (ME&L) from June 2001 to March 2005. He was then promoted to Vice President Strategic Alliances and Business Development and in charge of strategic alliances and related business development initiatives for ME&L. In February 2006, his role was extended to cover South Asia, Middle East and Africa (SAMEA). Before joining MasterCard, Mr Edelmann spent the previous nine years working for Coca-Cola in several marketing and sales functions in Austria and Central Europe. Prior to Coca-Cola, he worked for three years in the winter sports, Internet, and smart card industries. He is a graduate of the University of Economics in Vienna, Austria and holds the academic title of 'Magister', comparable to MBA.



### BLAIR HAGKULL

Managing Director

#### **Jones Lang LaSalle, Middle East & North Africa**

As Managing Director, Middle East & North Africa, Jones Lang LaSalle, Blair Hagkull is recognised for his innovative approach to real estate investment, development and marketing as well as for the strategic counsel he provides to Jones Lang LaSalle's institutional investor and major government clients throughout the region. Mr Hagkull has played a leading role in some of the world's largest real estate developments and investments over the past 20 years in North America, Asia, the Middle East and North Africa. He has developed strategic management and leadership skills in a wide range of international organisations, real estate development and investment groups as well as leading global and regional investment and advisory companies. With Concord Pacific Group, Mr Hagkull served as Group Vice President responsible for strategic marketing, product development and project sales. Concord is a related company to the Li Ka-shing Group (Cheung Kong/Hutchison Whampoa) of Hong Kong. During the 1990s Concord was North America's top master-plan real estate developer. He also managed Concord's property management and leasing operations of more than 2500 properties. Early in his career he served as project manager for high rise tower developments and secured development approvals for Canada's largest urban real estate development. As Emaar Properties' General Manager, Marketing and Sales, Mr Hagkull was responsible for all Group marketing, sales and leasing of multi-billion dollars worth of development properties. His sales team introduced the sales and marketing of freehold real estate in the Arabian Gulf region. As a member of the Group's executive committee he implemented a regional sales network and assumed responsibilities for group marketing operations, product development and launched a number of strategic real estate initiatives. As Managing Director of Jones Lang LaSalle, Mr Hagkull is active in leading markets throughout the Middle East and North Africa, working directly with leading international and regional investors, developers and government organisations. He contributes directly to regional policy forums and strategic government initiatives and is a frequent regional commentator on real estate and investment trends. A keen internationalist, he has also served as an international trade representative working with the Canadian government throughout Asia. He also serves as the founding Vice Chairman of the Urban Land Institute, Middle East Chapter.



## JÜRGEN HERRE

Managing Director, MENA Region

### **Hines Development Management Abu Dhabi LLC**

Since coming to Hines in 2000, Jürgen Herre has been active in developing projects in France, Spain, Germany, Italy, Poland and the UK. Prior to joining the firm, Mr Herre was head of the international real estate investment division of a major German real estate bank. Responsible for Europe and the US, he financed properties valued at approximately \$17 billion. He was also a member of the investment committee of a real estate fund with a focus on Europe; shareholders of this fund were institutional investors, banks, insurance companies and pension funds. In July 1999, he was made partner of one of Germany's leading residential development companies, which won the 2000 German Real Estate Award for best product in its sector. Mr Herre has been, since 2007, the Co-Managing Director of the Hines Middle East/North Africa Region, based in Abu Dhabi.



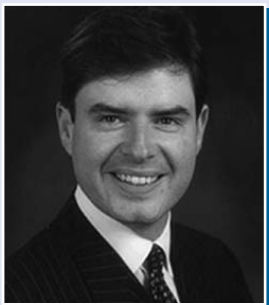
## ROBERT LEE

Executive Director - Investment Projects

### **Nakheel**

Robert Lee joined Nakheel in 2004 as Director of Development and in March 2007 he was appointed Executive Director - Investment Projects. Dubai's premier property developer, Nakheel is developing projects worth more than US\$30 billion across two billion sqft of land, and is providing residences for more than three million people over the coming decades. Its developments include The Palm, the world's three largest man-made islands in the shape of an icon; and The World, 300 islands strategically positioned to form a map of the world on the Arabian Gulf. Once complete, Nakheel's waterfront projects will add 1000km of coastline to Dubai. As Executive Director - Investment Projects, Mr Lee is responsible for Nakheel's strategic long term assets, with a particular focus on large scale mixed use developments. He manages a portfolio of Nakheel's investment projects including The Palm Monorail, Dubai Promenade, and the Village Centre, as well as Nakheel's partnership with Cirque du Soleil to develop a permanent show unique to The Palm Jumeirah. He is also playing a leading role in Nakheel's international drive, following the formation of Nakheel International in June 2007. In his previous role as Director of Development, Mr Lee was responsible for the commercial aspects of development activities across Nakheel's portfolio. Mr Lee comes from Canada, where he graduated in Business with a focus on Marketing and Economics. Over the past 18 years, he has worked in various fields of real estate investment in the United States and Canada including consulting, investment brokerage, asset management, and the development of numerous projects in residential, commercial, and leisure/hospitality products. Since arriving in Dubai in early 2000, Mr Lee has worked in a senior management capacity with the leading property development companies in Dubai, where he was instrumental in the development of several notable projects including Dubai's first freehold 300ha mega waterfront development, Dubai Marina.

## SPEAKERS



### NICHOLAS MACLEAN

Managing Director

**CB Richard Ellis Middle East**

Nicholas Maclean joined St Quintin as a graduate in 1987 and following qualification specialised in providing local real estate taxation, landlord and tenant and valuation advice. Mr Maclean was appointed head of the firm's Professional Services Department in 1995 and made partner in 1996. Following St Quintin's merger with Insignia Richard Ellis, he became head of the Rating and Taxation Department and a member of the City Business Team Management Board. In 2001 he left the City of London Office to take up an international role within the firm, concentrating on the development and expansion of cross border European valuation advisory services. In 2003 he was appointed Managing Director of CB Richard Ellis Middle East and he and his family relocated to live in Dubai. He is leading the firm's initiative to grow the company operations in the Middle East, and its integration with the remainder of the group's network. Mr Maclean is a Pension Trustee and was Chairman of the Employees Forum and sits on numerous in house committees. He travels extensively and manages international assignments for a number of prominent real estate investors and occupiers. He is the firm's Client Relationship Manager for HSBC and is a member of the Royal Institution of Chartered Surveyors and the Institute of Rating, Revenue and Valuation (IRRV).



### HASHEM MONTASSER

Managing Director and Head of Regional Asset Management

**EFG-Hermes**

Hashem Montasser heads the Asset Management Team at EFG-Hermes out of Dubai, UAE, overlooking all MENA & GCC dedicated funds and portfolios. Mr Montasser is responsible for the overall implementation of the Investment Team's asset allocation strategy and chairs its investment committee. Most recently, he worked at JPMorgan & Co in London where he had coverage responsibilities for Middle East financial institutions and central banks focusing on fixed income derivatives and alternative investment products. Prior to that, he worked at Merrill Lynch & Co in New York where he covered corporate and sovereign clients as part of the Emerging Markets Capital Markets Group. He also spent a short stint as Director of Business Development for New York-based internet start-up Kozmo.com. Mr Montasser graduated magna cum laude from Harvard University with a dual concentration in Economics and Near Eastern Languages and Civilization and obtained his MBA from Harvard Business School.



### YOUSSEF NASR

CEO

**HSBC Bank Middle East**

Youssef Nasr assumed the position of CEO, HSBC Bank Middle East in May 2007. Mr Nasr is also responsible for broadening the Group's shareholder base as Group Managing Director, Strategic Investments, a position he took over in October 2006. Prior to that, he was President of HSBC Bank Brazil from November 2003 – September 2006 while being responsible for HSBC Group's businesses in South America. Mr Nasr joined HSBC in 1976. He was President and CEO of HSBC Bank Canada, from 1997-99, President and CEO of HSBC USA Inc and HSBC Bank USA, from 1999-2003. He was nominated Group General Manager in 1998 and Group Managing Director in 2004. Mr Nasr has a degree in Mathematics from Cambridge University (UK), and an MBA from Harvard University (USA). He was born in Beirut, Lebanon.



## **AILSA POLLARD**

Director of Strategy

**Istithmar Real Estate**

Ailsa Pollard joined Istithmar Real Estate in January 2007 and is responsible for Istithmar's Real Estate Strategy and Portfolio Allocation. Istithmar is a Dubai based global private equity investor in a wide range of alternative investments and real estate. Istithmar currently has over US\$8 billion of real estate related assets globally. Previously Ms Pollard was with PricewaterhouseCoopers in the Middle East heading up their Real Estate Advisory group. She started her career as a strategic consultant with Accenture (Andersen Consulting), and spent three years working in Sainsbury's Investment Division (a FTSE 100 retail group). She holds an MBA from London Business School and Columbia, as well as a BSc Hons in Managerial Studies.

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## **SANJAY PURI**

Principal Investment Officer

**International Finance Corporation**

Sanjay Puri looks after all IFC's new investments in the Middle East & North Africa (Pakistan, Afghanistan, the Maghreb and the Levant) in the CIT (telecom, IT & Media) and the Global Manufacturing & Services (retail, hotels, real estate, building materials, metals, pharma, forestry & packaging, automotive, electrical and electronics) sectors. Mr Puri has extensive experience in sourcing and structuring IFC's investments across a broad range of countries and sectors, for example, steel in Ukraine and Kazakhstan, hotels and cement in Pakistan to cellular in India. He has an MBA from the Kellogg Graduate School of Management in Northwestern University, USA. IFC is a member of the World Bank Group and is the largest source of financing, equity and debt for private sector ventures in emerging markets.

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## **PETER R RIDDOCH**

CEO

**DAMAC Properties**

After training in Quantity Surveying in Scotland, Peter Riddoch spent 18 years in South Africa, firstly with LTA Limited, eventually as Chairman of Building and Property Development companies in the Group. Mr Riddoch then spent two years with Sun International spearheading the expansion in Southern Africa and the Indian Ocean as Development Director. This was followed by six years with Hilton International as Senior Vice President Development, Property and Technical Services. He then went to Dubai for seven years as Group Vice President, Property with Majid Al Futtaim Group and then to Doha with FBQHC as General Manager, Property. For 12 months he was Executive Chairman of Salamanca Capital Investments in the UK. Since August 2003 he has been CEO of DAMAC Properties Co. LLC.

## SPEAKERS



### AMR SALEM

Director - Real Estate Segment

**Cisco**

Amr Salem is currently responsible for building the Real Estate practice for Cisco Systems. In this role, Mr Salem will be setting up the go-to-market model, putting together the industry specific solutions and building the network of business partners (System Integrators, Consultants, and ISVs) required to be able to address this vertical in the most effective manner. Previous to Cisco, Mr Salem was the General Manager for the Gulf and Eastern Mediterranean (GEM) region for Hewlett Packard (HP). In that role, he managed an organisation of 40 people spread across eight countries in the Middle East, focusing mainly on providing customers with enterprise solutions. Under his leadership, HP enjoyed a dominating market share and strong growth across all market segments, to reach \$280 million in FY05. Before the HP-Compaq merger Mr Salem was the General Manager for the same region, in Compaq. He joined Compaq in 1998 as a Sales Manager for the Levant region, where he set up the Distribution model in the Levant, and implemented the Account and Partner Management processes for the first time in Compaq. During this time, Compaq's operation in the Levant grew from \$10.6 million in 1998 to \$35 million in 2001. Prior to joining Compaq, Mr Salem spent his entire professional career with Digital Equipment Company's affiliates in Egypt and the UAE in Enterprise Account Management and Sales Management. He holds a BSc in Electronics Engineering from Cairo University.



### MARWAN SHEHADEH

Managing Director

**AI-Futtaim Capital LLC**

Marwan Shehadeh joined AI-Futtaim Group in 2003 as Director of Finance of Dubai Festival City, responsible for setting up the finance and asset management functions. Mr Shehadeh was also a key member of a five directors team which managed all aspects of this US\$12 billion project including Development, Design & Construction, Leasing & Marketing, Finance & Asset Management, Human Resources as well as Operations. He has been particularly instrumental in the development of Dubai Festival City's hospitality offerings, including the Four Seasons, The W, the Intercontinental as well as the Crowne Plaza Hotels. He structured and raised over US\$2 billion in bank loans for this mega project. Mr Shehadeh set up and was appointed as Managing Director of AI-Futtaim Capital in 2005 and was made responsible for AI-Futtaim business development and investment activities, with the goal of identifying new opportunities to further diversify the group's activities. Its most recent initiative has been the launch of a \$500 million real estate development fund with Morgan Stanley as the structuring and placement agent. The fund will look to replicate the formula and success of Dubai Festival City into other major Middle Eastern cities in identifying and developing large urban mixed use developments in Cairo, Abu Dhabi, Casablanca and Algiers. The fund will be managed by AI-Futtaim Investment Management Limited, a fully owned subsidiary of AI-Futtaim Capital, incorporated at the DIFC and regulated by the Dubai Financial Services Authority. He started his career with The Chase Manhattan Bank in New York. He then moved to Beirut and established the Middle East operations for Hard Rock Café. Prior to joining AI-Futtaim, he was Chief Financial Officer of HRH Prince Alwaleed Bin Talal Bin Abdulaziz Al Saud's Kingdom Hotel Investments (KHI). Mr Shehadeh was responsible for consolidating the Saudi business magnate's US\$1 billion Middle East hotel assets into KHI and for setting up the company's legal and financial framework. Mr Shehadeh holds a Masters Degree in International Business from the Institut D'Etudes des Relations Internationales in Paris. In 2001, he successfully completed a general management executive programme at Harvard Business School. He is fluent in English, French, Spanish and Arabic. He is licensed by the Dubai Financial Services Authority to carry out the Licensed Functions of Senior Executive Officer and Licensed Director for AI-Futtaim Investment Management Limited.



**Cisco**, (NASDAQ: CSCO), is the worldwide leader in networking that transforms how people connect, communicate and collaborate. Today, networks are an essential part of business, education, government and home communications, and Cisco's Internet Protocol-based (IP) networking solutions are the foundation of these networks. Cisco was founded in 1984 by a small group of computer scientists from Stanford University. Since the company's inception, Cisco engineers have been leaders in the development of Internet Protocol (IP)-based networking technologies. Today, with more than 47,000 employees worldwide, this tradition of innovation continues with industry-leading products and solutions in the company's core development areas of routing, switching, IP communications, Wireless LAN and Connected Real Estate Solutions. Cisco has been at the heart of many historic changes in technology, and that continues to be true today. Now, at a time when the technology industry is going through a period of dramatic change, Cisco is the market leader in multiple areas, such as routing and switching, unified communications, wireless and security. The company helped catalyse the industry's move toward IP and, now that it is fully underway, the company is at the centre of fundamental changes in the way the world communicates.

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Incorporated in 2002, **RMZ Corp** is India's leading corporate real estate developer and has set new standards in Real Estate Development. Our company motto 'Being the Change' reflects RMZ's commitment to transforming the way Indian real estate industry functions. In the past five years, RMZ has acquired and developed over 13 million square feet and today manages a property portfolio in excess of US\$2 billion in real estate value across India. In this time, we have developed an in-depth understanding of market dynamics and have been able to spot and analyse trends, thereby creating and constantly enhancing our shareholder value. We have also developed an extensive network of relationships that enable us to identify opportunities in real time and well before they reach the market. This ability has positioned RMZ as the buyer of choice for those selling assets. RMZ Corp is committed to sustainable development and is a founding member of the Indian Green Building Council as well as a member of the US Green Building Council. Over 70 world-class corporations such as Accenture, AOL, Airbus, British Telecom, Ford, Google, Reuters, Shell, E&Y, EDS, among others occupy work spaces built and managed by RMZ. In the past five years, we have excelled in the area of developing office spaces and are now committed to taking our expertise into the development of shopping centres, hospitality and home concepts. RMZ is currently present in Bangalore (Corporate Headquarters), Hyderabad, Chennai, Kolkata and Pune and will soon be expanding its activities to Mysore, Mangalore, Coimbatore, Kochi and Nagpur in the next quarter.

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Commercial, social and cultural dominance bear testimony to the vibrancy of Gulf News today, as, in its role of sentinel of the Gulf, it sets the pace for tomorrow and brings to its readers every morning, the world unfolded.

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