

*YAMMAY*  
CULTURAL VILLAGE





*YAMMAR*  
CULTURAL VILLAGE

# CONTENTS

02	MAZAYA'S GIFT
06	MAZAYA'S STORY
07	BOARD MEMBERS OF MAZAYA
08	MESSAGE FROM THE CHAIRMAN & VICE CHAIRMAN
10	KUWAIT OVERVIEW
12	KUWAIT'S DEVELOPMENT TOWARDS BECOMING A CULTURAL CENTER
13	CONCEPT OF THE NAME & LOGO
15	LOCATION
17	PROJECT CONCEPT...YAMMAR
19	DISTRICT & THEMES
21	PROJECT AMENITIES
22	YAMMAR IN SCOPE
25	MASTER PLAN
25	AREAS
26	LAND USE
27	LAND CONFIGURATION
28	ENVIRONMENT
29	MARINE
30	TRANSPORT

31	KUWAIT ECONOMY OVERVIEW
31	PERFORMANCE OF THE DOMESTIC ECONOMY
33	POPULATION AND LABOR FORCE
34	ECONOMY DIVERSIFICATION
35	PROJECT BENEFITS
35	ATTRACTIVE EMPLOYMENT CREATION
36	EXTRA HOUSING FOR THE NEXT GENERATION
37	EXTRA OPPORTUNITIES FOR THE PRIVATE SECTOR
37	EMPHASIS ON TOURISM
37	GOVERNMENTAL FACILITIES
38	YAMMAR FINANCIAL STUDY
39	EXPECTED DEVELOPMENT COST
40	VALUE OF CONSTRUCTION IN YAMMAR
41	EXPECTED REVENUES GENERATED
44	EXPECTED NET PROFIT
45	IMPLEMENTING THE STRATEGY
45	THE ESTABLISHMENT
45	THE OPERATION
46	THE ACTIVITIES
47	YAMMAR SHARES DISTRIBUTION
48	OPERATIONS & MANAGEMENT STRUCTURE





## MAZAYA'S GIFT

Yammar is a development idea proposed by MAZAYA that has the intention to educate the prosperous future of Kuwait into becoming a **destination of everlasting tradition and rich culture.**



HIS HIGHNESS  
SHEIKH SABAH AL-AHMAD AL-JABER AL-SABAH  
THE AMIR OF THE STATE OF KUWAIT



HIS HIGHNESS  
SHEIKH NAWAF AL-AHMAD AL-JABER AL-SABAH  
THE CROWN PRINCE OF THE STATE OF KUWAIT



# MAZAYA'S STORY

Al Mazaya Holding is a Kuwaiti share holding company working in the field of real estate development. The company has a capital of KD 37,900,000 that is equivalent to USD 141,671,651.

Al Mazaya is considered to be one of the most distinguished real estate development companies in the Middle East with numerous impressive projects. Al Mazaya came to light through a large investment idea and succeeded in creating and maintaining the trust of investors in the Kuwaiti market and abroad.

Al Mazaya is a public company, with stocks traded on both the Kuwaiti and Dubai stock markets, with a vertically integrated spectrum of real estate development services which include:

- Purchasing
- Ownership
- Selling of lands and their development
- Residential & commercial complexes
- Touristic & health resorts

By implementing a powerful strategy of diversifying its investment portfolios, Al Mazaya has strategically handpicked projects that have capitalized its experience in the GCC countries. Al Mazaya's investment vehicles are now operating in Kuwait, Bahrain, Qatar, Saudi Arabia, U.A.E., Oman and Lebanon each with outstanding results.



“Generation after generation we have initiated an inspiring and civilized objective to build on our beloved country soil over time to come. ”

HIS HIGHNESS  
SHEIKH SABAH AL-AHMAD  
AL-JABER AL-SABAH  
THE AMIR OF THE STATE OF KUWAIT

# KUWAIT OVERVIEW

Kuwait Facts	
Population	Est. 3.5million (2007)
Land Area	18,000km <sup>2</sup>
Coastline Area	250km

- GDP: KD 2.5 billion
- Per Capita Income: KD 10,433
- HDI (Human Development Index): 0.871  
Kuwait's HDI is the second highest in the Middle East and the highest in the Arab world.
- Oil Reserves: 99 billion barrels (10% of the world's reserves)
- Kuwait has a modern and efficient transportation system, with a road network that meets international standards.
- Due to the income generated through oil revenues an extensive educational system was created, resulting in an impressive literacy rate of 82.9 %.
- Over 90% of the population lives within a 500-square kilometer area surrounding Kuwait City. Due to its natural harbors and fresh water supply found in its vicinity, Kuwait is a thriving trading port.



# KUWAIT'S DEVELOPMENT TOWARDS A CULTURAL CENTER

The lifestyle of Kuwait's society today is understood within a framework of Muslim religion, Arabic tradition and local customs. While the process of modernization has made inroads into aspects of housing, occupation, dress and handicrafts other aspects of the Kuwaiti lifestyle have stood the test of time.

Combining the old and new, traditional and modern, simple and extravagant, Kuwait seems as the obvious choice for a cultural center that combines conservative customs whilst keeping abreast modern progress.



Al Mazaya's proposal to compliment the harmony between the traditional and modern is to be met through Yammar Cultural Village. By developing a cultural village within the Kuwait Bay Al Mazaya is establishing a link between cooperative endeavors to enhance cross-cultural understanding and progress between Kuwait and its peripheral countries.

**Yammar's** inception will further serve as a cultural portal, where art, theater, film, music and poetry can be amply exercised by future generations to affirm old traditions and make new beginnings.

# CONCEPT OF THE NAME & LOGO

## NAME: YAMMAR

The name Yammar comes from the Kuwaiti word meaning the heart of the palm, the palm being one of the icons of Kuwait and a symbol for growth and prosperity.

Yammar Cultural Village development will be shaped like a heart and divided into 6 segments, each representing a major city in the GCC: Kuwait City, Manama, Riyadh, Doha, Dubai, and Muscat. All neighboring GCC cultures will come together just like the leaves of the palm that stream in at the heart.. the heart of the palm... the heart of Kuwait.

Kuwait city will be located in the center of the development, which will metaphorically be the pulse or the heart that pumps life to the entire project.

# LOGO

Yammar's logo is a blend of a modern & artistic flare with rich culture and traditions.

The abstract forms of the icon have been created from a cross shape of a palm trunk and developed to create a form that represents a heart-shaped date from the outside. The negative space of the inner form resembles a heart. Kuwait will lie in the center of the development... In the heart of the development... in the heart of the palm... in the heart of culture.

The mix between brown and green is as harmonious in the logo as it is in the palm trunk and leaves. The colors green and brown are synonymous of the environment, emphasizing the importance and use of greenery and landscaping in the development.

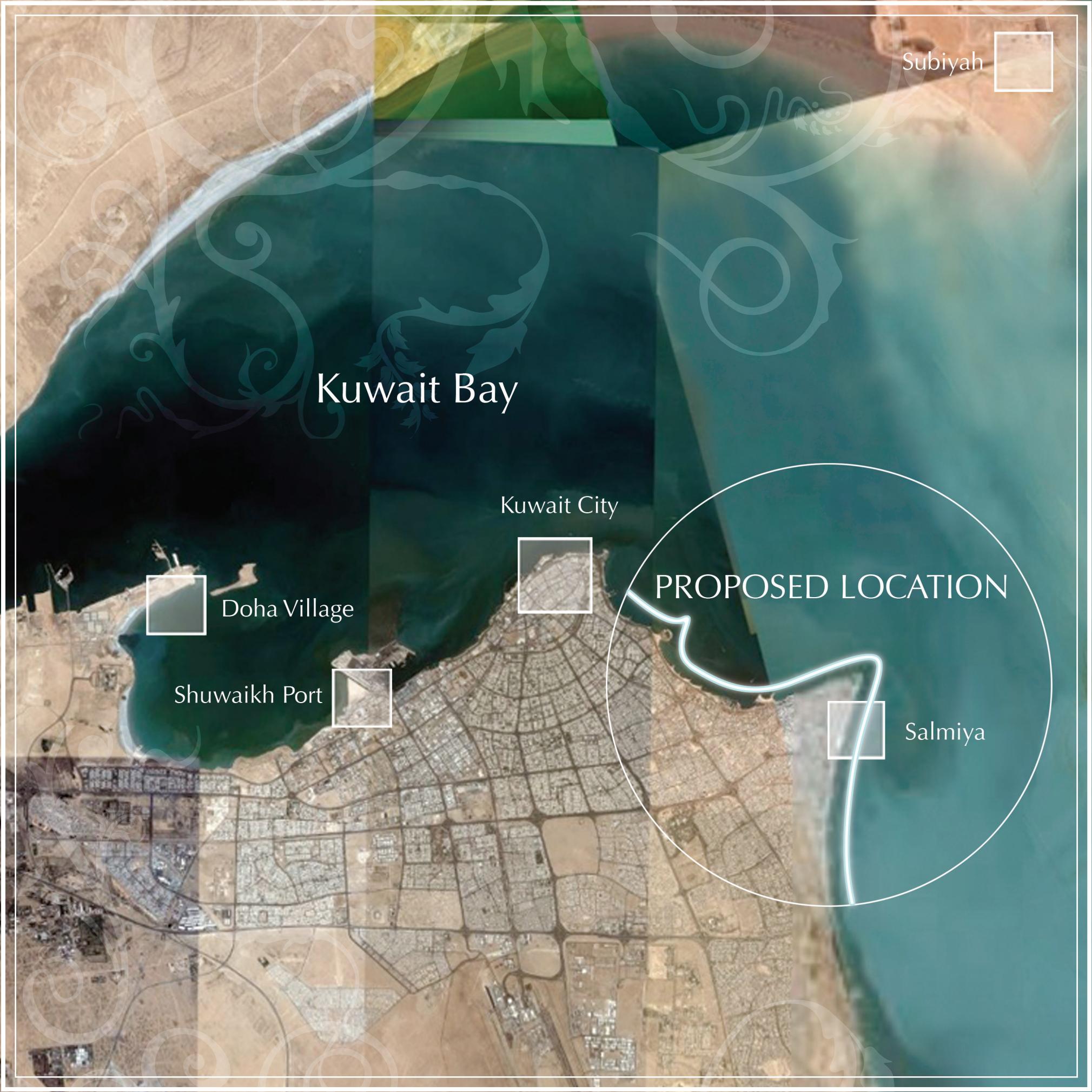


# LOCATION

Al Mazaya's proposal to compliment modernity and Kuwait's cultural heritage are met through the Yammar Cultural Village, an artistic combination between land, sea, past and present. It will be situated in the heart of the illustrious Kuwait Bay that will host a large attraction point. Yammar will enhance Kuwait's existing coast of which only 11% is devoted to touristic resorts and recreation. Yammar will surround a total area of 4.6 million square meters just off the shores of Kuwait's bay.

The proposed construction of Yammar Cultural Village is to be developed on the south-east side of Kuwait Bay. By employing the construction of the Cultural Village within these limits, accounts of existing approach channels and navigation limits for commercial shipping (using Shuwaikh and Doha Ports) within the bay have been preserved.





Subiyah

Kuwait Bay

Kuwait City

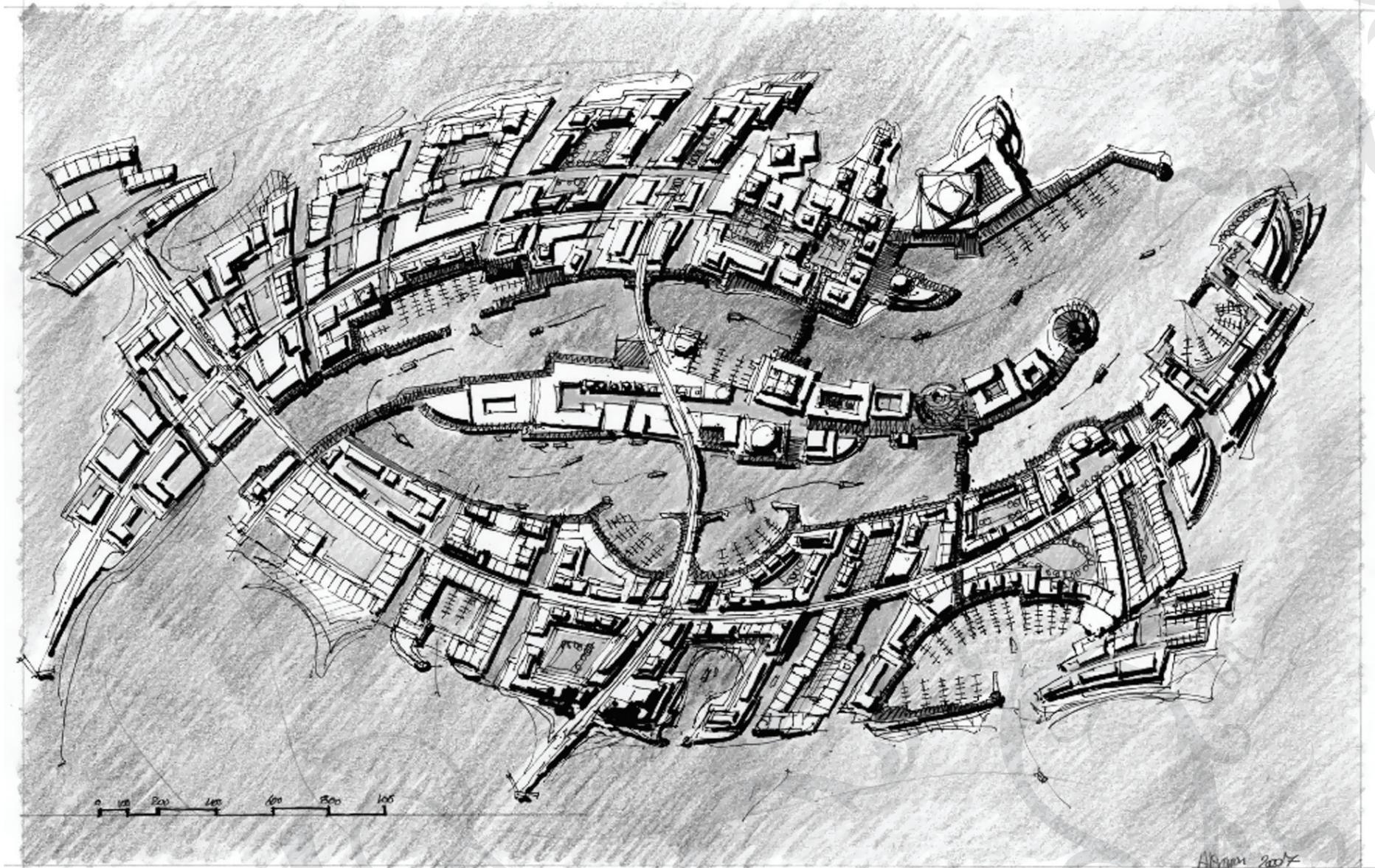
PROPOSED LOCATION

Doha Village

Shuwaikh Port

Salmiya

# PROJECT CONCEPT.. YAMMAR



In 2007, Al Mazaya instructed Halcrow International to develop conceptual plans for an artificial island focussing on the needs of residents for cultural activities within Kuwait Bay. The strategy of the plan has been completed to amplify the need for culture through the integrated linkage of the island.



The concept of Yammar is brought by a design that engenders an atypical island with fixed linkage to the existing Kuwait City built-up area. The theme of the concept plan has been based on traditional Arabic architecture, aiming to encourage and stimulate culture in a progressive manner that falls in accordance with the prosperousness for better change.



- Muscat
- Dubai
- Kuwait
- Doha
- Riyadh
- Manama

## DISTRICT & THEMES

The project's layout mixed use facilities will be segmented into different major cities of the GCC, which include: Muscat, Dubai, Doha, Riyadh, Manama with Kuwait lying in the heart of the site. Each city will depict its basic and comprehensive forms of architecture.

**MUSCAT** Land plots will mainly encompass fortified buildings of mixed use facilities that overlook onto a tumult bay area. Public open space, where greenery will be most prevalent, will be interlined within residential building development plots and commercial centers.

**DUBAI** Located in the sheltered area of the harbor, Dubai's plot boasts governmental buildings that will attribute to the modern scenery of the project's construction. Incorporated roads will also lead to mixed use facilities and hotels overlooking delightful sights of open space.

**KUWAIT** Situated in the heart of the project, Kuwait encompasses the largest water body that brings out modern architecture, in the form of government and mixed use buildings, and traditional design to be located in the downtown area.

**DOHA** In the bay area overlooking the sea, an arcaded structure of mixed use plots are accentuated to overpower the neighboring buildings. Stunning archways and smooth exteriors typify the villa development plots making it an overall cohesive environment.

**RIYADH** Those who walk this area, visiting the stores, commercial centers and park surroundings will appreciate the detailed landscaping and accommodation of pedestrian lifestyle.

**MANAMA** Manama's landscape is dotted with architectural masterpieces seen when touring this visual city. This metropolis will cover large spaces for hotels, mixed use facilities and villa development plots.



Museum



Opera House



Art Gallery



Old Souk  
Downtown



Library



Commercial  
Center

# AMENITIES

Yammar combines Kuwait's rich history with the modern learning experience. It will allow inhabitants to experience a wide array of talents that can be acquired from various fields. Individuals at Yammar will reflect the various cultures that have been embedded in them and for future generations.

Within the boundaries of the cities there will be an amphitheater, a cultural neighborhood, art galleries, Kuwaiti style plazas, shopping areas, arcades, open areas for festivals and special occasions, residential buildings, beach houses, villas, townhouses, restaurants, hotels, marinas, government facilities and parking structures. Lagoons and waterways will link all these amenities to orchestrate a fully independent development.



## YAMMAR...IN SCOPE

By creating a dynamic cultural village for the state and area, Kuwait is making a monumental statement into safeguarding future generations towards a more attractive and recreational destination. Different mixtures of sophisticated and simple base structures help in amalgamating a traditional and modern theme for a cultural gateway that caters to Kuwait's future generations.



The conceptual plan creates a complete environment of quality that surpasses the very highest international standards and compliments Kuwait's present and future growth. The Yammar development sets a new local and international standard with a fully integrated commercial and residential cultural destination.

Yammar Cultural Village will create a new arena for residents to enjoy a new lifestyle, a true combination of work and family life. This destination is a thorough mix of hospitality, culture and entertainment.



Yammar Cultural Village represents a huge opportunity for the development of the project and its assertion as a cultural center and base within the region. By constituting Yammar, new possibilities of a cultural boom may rise. The project concept will define Kuwait's role and status within the region as the sole mediator for culture.

# MASTER PLAN



## AREAS

In respect to the overall master plan, the area has been divided into several sectors. The harmonious functions of these inter-related sectors will provide a great enhancement to the Yammar development. A detailed breakdown of these sectors is shown below:

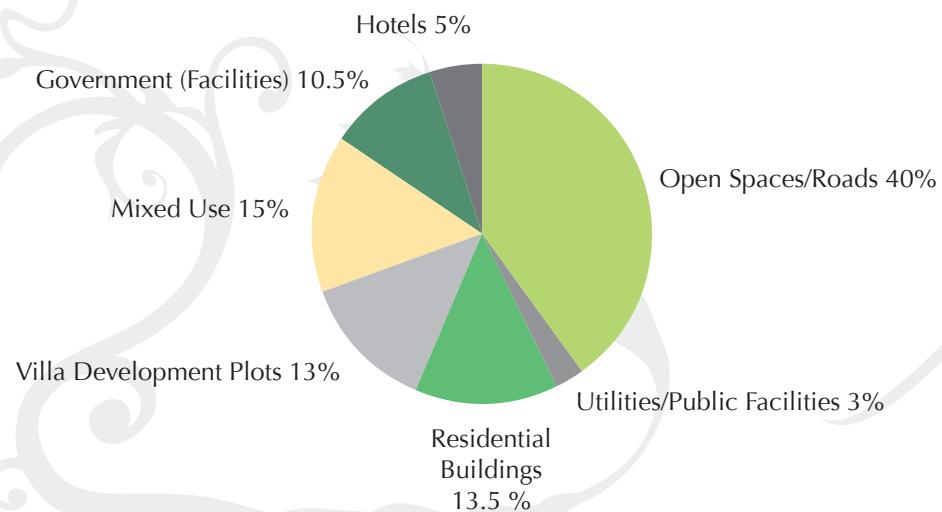
Land Use	Plot Size (m2)	Land Breakdown (%)
Residential Buildings	626,982	13.5
Villa Development Plots	603,760	13
Mixed Use ( Residential/Office/Retail)	696,646	15
Government ( Facilities / Cultural)	487,652	10.5
Hotels ( Hotel / Entertainment / SPA)	232,215	5
Open Spaces / Roads	1,857,724	40
Utilities / Public Facilities	139,329	3
<b>TOTAL</b>	<b>4,644,308</b>	<b>100</b>

# LAND USE

The development consists of many entities that have been combined to form one strategy. The strategy works along the lines of having all the facilities meet the needs of the residents living at Yammar.

The residential buildings will serve as the backbone to Yammar's future community, which will include beach houses, villas, and super deluxe apartments. Mixed use buildings will include apartments, offices, retail shops and shopping malls. Government facilities will provide hospitals, schools, universities, libraries, museums, theatres and art galleries. The land use will also accommodate space that will be dedicated to extravagant spa areas, hotels and relaxing health centers. In addition, the eco-friendly activities will be heavily implemented in the development, where green buildings and landscaping have been taken into account. All the buildings in the development will be certified in meeting the eco-friendly requirements. Such requirements include solar glass panels to generate electricity and ISO certified electrical generators that have reduced fume emissions. In terms of landscaping, the ratio of buildings to land is at least 1:2. Areas of greenery will exceed developed areas to promote a cleaner environment by reducing congestion of fumes and smoke used by transportation vehicles in the development.

**Land Use Breakdown**



# LAND CONFIGURATION



The development will host a wide array of low-rise buildings with different densities. Buildings with the lowest floors will be scattered around the border lines of the island while a gradient flow of taller buildings will be near the center enabling the heart of the city to capture a panoramic view of the entire island. These buildings will be designated to residential, mixed use, government facilities, hotel, and villa development plots.

Land Use	Plot Size (m2)	FAR
Residential Buildings	626,982	250 %
Villa Development Plots	603,760	60 %
Mixed Use ( Residential/Office/Retail)	696,646	250 %
Government ( Facilities / Cultural)	487,652	250 %
Hotels ( Hotel / Entertainment / SPA)	232,215	200 %
Open Spaces / Roads	1,857,724	
Utilities / Public Facilities	139,329	
<b>TOTAL</b>	<b>4,644,308</b>	



## ENVIRONMENT

The surrounding area of Yammar will be assessed to establish a sustainable presence of the species and inhabitants. The conceptual design encourages natural appreciation and awareness of the diverse, resilient and productive ecological system. A designated management team for high risk areas of the development will alleviate environmental hazards.



## MARINE

Considering the islands positioning, the area should include a sheltered part of the bay to minimize wave action towards reaching the site. Studies will be conducted for safeguarding protected areas to support the sea's rich diversity of life while supporting local economies.

# TRANSPORT

Yammar Cultural Village should engage its construction outside the main city and a prerequisite must be the development's ability in using one of the city's primary roads.

**This linkage system would heavily reduce the congestion of traffic during peak hours and will allow an easy flow of cars in and out of the island.**

In order to keep traffic demand in check, realistic levels of parking are provided together with a suitable public transport system such as trolley buses, water taxis, ferries, or similar means of transporting people on and off the island. It is also considered that the island's connection from the mainland should be of a suitable design to encourage walking and cycling, a popular pastime in the Middle East particularly during the winter months.

The requirements for sufficient on-site parking space and the provision of public buildings have been recognized to re-enforce transportation dilemmas, making Yammar a hospitable accommodation for residents and visitors alike.

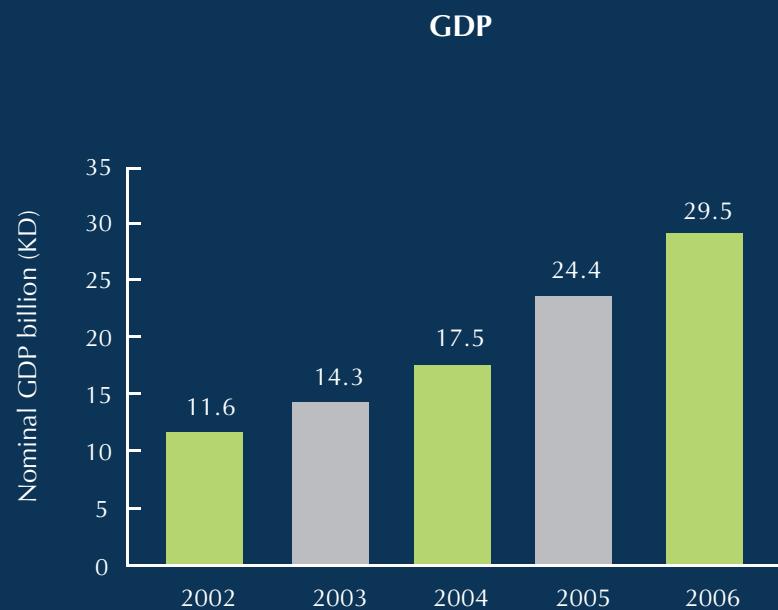


# KUWAIT ECONOMY OVERVIEW

Kuwait is a small open economy with established crude oil reserves of approximately 99 billion barrels, ranking as the fourth largest oil reserve in the world contributing to 94% of the country's total revenues. Kuwait's economic growth persists due to the high oil prices that reached US\$100 per barrel and their effect on other economical sectors such as real estate, banking and telecommunication. While oil prices remain at high levels it is expected that other indicators will affect Kuwait's economic performance. The vital factors of Kuwait's economic growth are:

## PERFORMANCE OF THE DOMESTIC ECONOMY

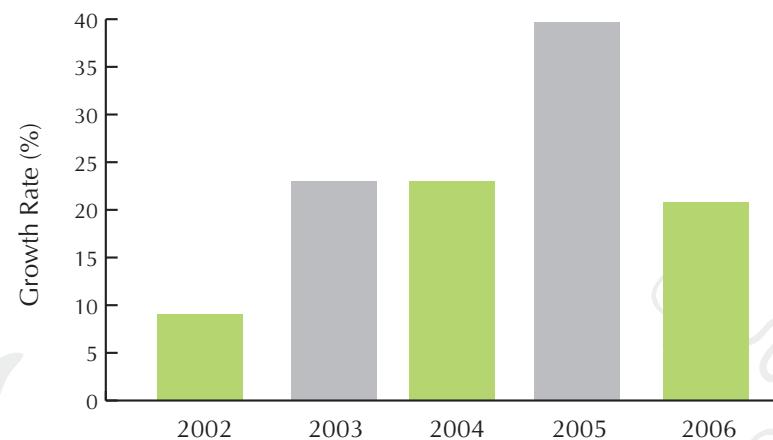
Kuwait witnessed a strong growth rate in recent years that has been initially due to high oil prices and increased oil production levels. Kuwait's nominal GDP increased by 20.8% to attain KD 29.5 billion in 2006 from KD 24.4 billion in 2005.



Source: Central Bank of Kuwait

The oil and gas sectors continue to lead the growth of GDP by 70.1%. Its contribution in the GDP has shifted from 56.4% in 2005 to 58.8% for the period of 2006. While the growth in the non-oil sectors has increased by 14.5% in 2006 following its growth by 20.2% during 2005. Financial institution activities dominated, whereas social, personal and community activities had a minor effect with regards to contribution. A setback was shown in the growth of the value added in the activities of storage, transport, and communication, manufacturing industries, insurance and real estate activities. An increase was verified in the growth rate of the value added at current process in electricity, water, gas, agriculture, livestock, fishing, and construction activities between 2005 and 2006 correspondingly. The average per capita share of national income increased 16.7% from KD 8,939 in 2005 to KD 10,432.5 in 2006. The national income increased by 24.2% from 2005 to 2006. Hence, Gross National Product (GNP) increased during 2006 by 23.6% in comparison to the recent year.

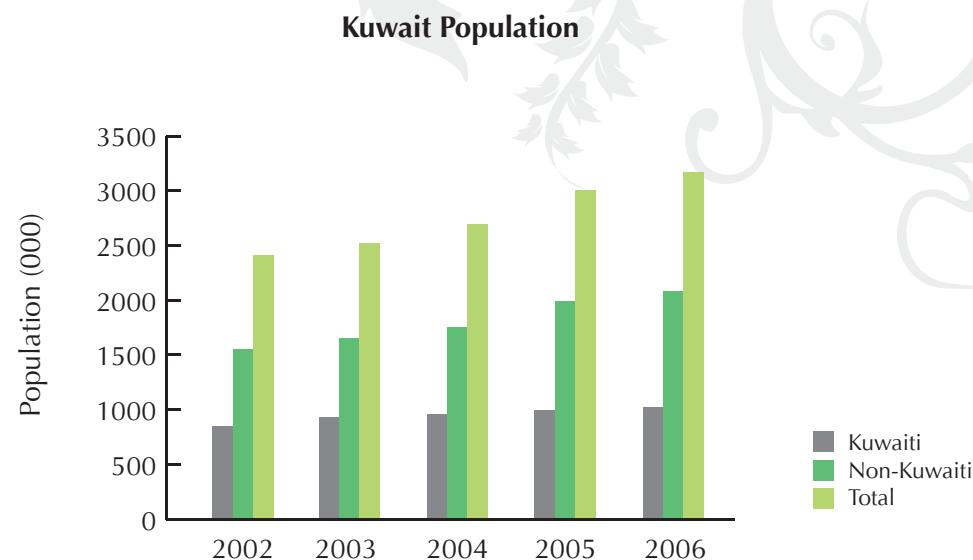
**GDP Growth Rate**



Source: Central Bank of Kuwait

# POPULATION AND LABOR FORCE

Kuwait's population increased from 2.991 million in 2005 to 3.183 million in 2006 at an impressive growth rate of 6.4%. The non-Kuwaiti population accounts for the largest impact on the growth rate by contributing a massive 83%. This is primarily due to the high demand of low-income expatriate labor required in the construction and retail sectors.



Source: Public Authority for Civil Aviation

According to demographic studies presented in 2007, it has been verified that more than 80% of the non-Kuwaiti population range in the age of 20 to 60; whereas 69% of the Kuwaiti population are under the age of 25. This further explains the importance of providing residential units for these age brackets. The increase in the total population was focused on the economically active people between the ages of 15 and 60 that added to 7% of the total population at the end of 2006 in comparison to the recent year. This led to the increase of their comparative ratio in the total population from 75.6% to 76%.

The latest growth in economy has triggered more job creation that is expected to continue, keeping in mind the positive economic growth anticipation. The total workforce increased by 8.1% by the end of 2006. This increase included both the Kuwaiti workforce (6.5%) and the non-Kuwaiti workforce (8.4%). The workforce increased 11.8% in the private sector and 3.4% in the governmental sector between 2005 and 2006. The private sector dominated 90.6% of the new jobs created due to the increase in the expatriate workforce in that sector. Due to the increase in the national workforce, the governmental sector accounts for the largest portion of 76.3%.

# ECONOMY DIVERSIFICATION

As part of H.H. Sheikh Sabah Al-Ahmad Al-Sabah's aim to position Kuwait as a regional financial & trading center, the Kuwaiti government has taken further steps to ensure Kuwait embarks on a long term, sustainable and prosperous economic path. The minister of council has initiated different laws to implement this strategy taking into consideration the private sector's role:

- The government passed an amended BOT law through the national assembly to emphasize on the great economic diversification with its alliance with the private sector.
- For the first time in fifty years, the government passed the law through the national assembly to reduce the income tax enforced on foreign commercial institutions from 55% to 15%. This step encouraged foreign companies to participate in the country's economy to further encourage them on working in Kuwait.
- The government has initiated different companies by assigning KD 2.7 billion from the reserve fund for future generations. The companies will specialize in different fields such as health care, social growth, human resources, real estate, finance, infrastructure development and industrial institutions.

The economy will be diversified with financial services that will play a leading role while maintaining the importance of oil.

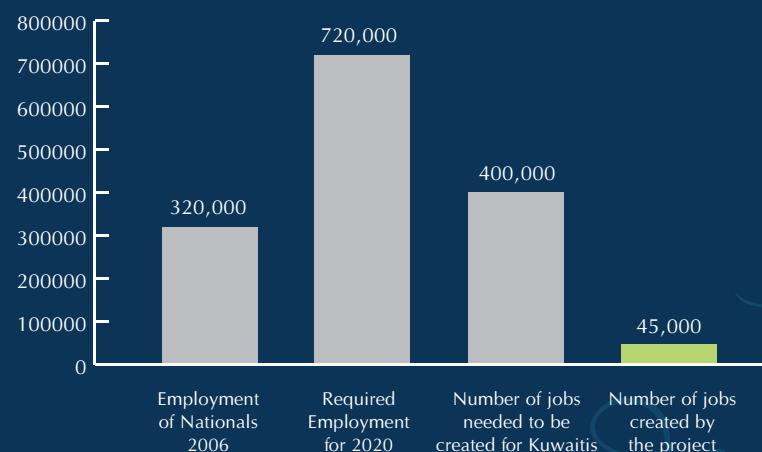
# PROJECT BENEFITS

Yammar Cultural Village is the first step to revive Kuwait's heritage. The development will embrace several benefits for both, local individuals and the government:

## 1. ATTRACTIVE EMPLOYMENT CREATION

Yammar will be a crucial employment tool for the government that will meet the expected national workforce for Kuwait's future generations.

Job Creation Analysis till 2020



Source: GCC Economic Statistics, Mazaya Analysis

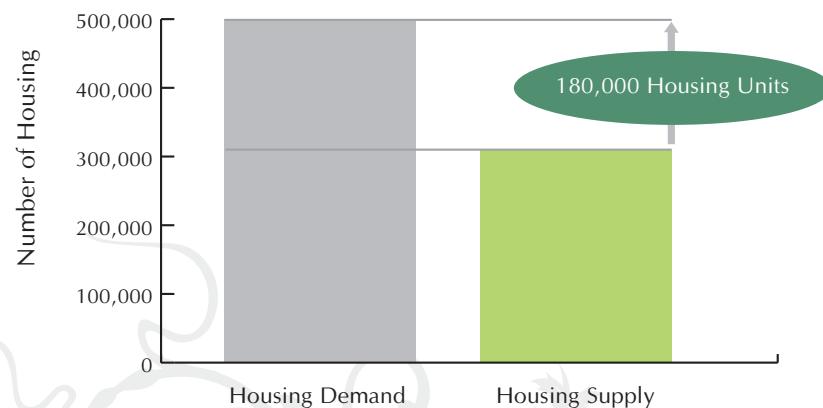
It is estimated that employing nationals will reach a figure of 320,000, while the required employment according to recent statistics deduces that the required employment for 2020 will reach 720,000 with 400,000 jobs entitled to Kuwaitis.

Although Kuwaiti nationals constitute 90% of the public sector, this development will allow dissemination of the private sector with the government's assistance. Yammar's governmental facilities and public administration will have a primary role adhering to the needs of its citizens.

## 2. EXTRA HOUSING FOR THE NEXT GENERATION

Another substantial benefit will be Yammar's housing facilities. According to the same statistics, it is clear that in Kuwait housing demand far exceeds the supply. The need for housing reached a significant figure of 500,000 units while the supply is merely 320,000. Yammar will be able to provide approximately an extra 10,000 residential units.

**Demand vs Supply Analysis till 2014**



Yammar will provide an extra 10,000 units

Projects included Khairan, Arefijan, Jaber Al-Ahmed, Sabeya

Source: Public Authority for Housing and Welfare, Mazaya Analysis

### 3. EXTRA OPPORTUNITIES FOR THE PRIVATE SECTOR

Regarding the economic diversification strategy proposed by the government, Yammar will host local and foreign companies. This will result with fair competition in the market that will encourage companies to strive for better quality and excellence.

### 4. EMPHASIS ON TOURISM

Yammar is a unique cultural and touristic destination in the gulf region. Employment will be available for residents at Yammar, while recreational facilities will be available for those in the region.

### 5. GOVERNMENTAL FACILITIES

Education and health care are crucial issues that should be taken into consideration as 70% of the Kuwaiti population are less than the age of 25. Yammar's governmental facilities will therefore provide schools, universities and hospitals to fulfill the needs of Kuwait's future generations.

# YAMMAR FINANCIAL STUDY

Creating a financial study where costs and revenues of the project are included will add value to the project's projection and success. Therefore this financial study will be broken down into three sections:

1. Expected Development Cost
2. Expected Revenues Generated
3. Expected Net Profit

# EXPECTED DEVELOPMENT COST

The breakdown of the expected development cost is segmented into primary factors; estimated reclamation cost (KD), estimated infrastructure cost (KD) and estimated soft cost (KD).

Based on Van Oord, one of the world's primary dredging and marine contractors, an 11m depth reclamation was proposed for Yammar and will surmount to a total sum of KD360,000,000.

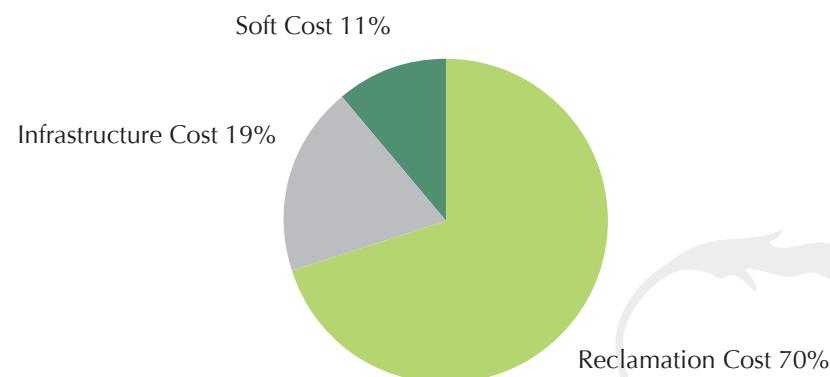
The infrastructure cost realized by Projacs, a leading Pan-Arab project management firm, was estimated at KD95,000,000.

The soft cost of the project that includes preliminary & operation expenses, consultants fees, project management, development management and marketing for the project is estimated at KD56,875,000.

Activating these figures towards the total development cost will demand KD511,875,000 for Yammar Cultural Village.

A percentage breakdown of the expected total development cost is illustrated below:

**Estimated Total Development Cost (KD)**



# VALUE OF CONSTRUCTION IN YAMMAR

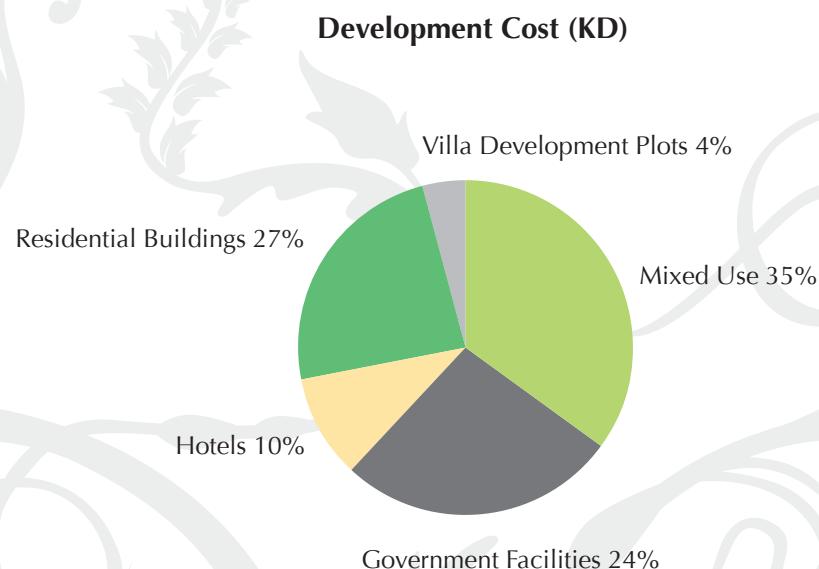
The value of construction on the development is estimated to be KD 4,000,000,000.

There have been numerous assumptions that have been taken into consideration for the estimated construction cost in the development. The floor area ratio that was proposed by Halcrow International is incurred amongst the cost. The soft cost, which constitutes 8.5% from the construction cost includes design, supervision, and project management.

The accumulation of the construction cost for Yammar Cultural Village will be assumed as follows:

- Residential building=300KD/m<sup>2</sup>
- Villa Plot=250KD/m<sup>2</sup>
- Mix Use= 350KD/m<sup>2</sup>
- Government Facilities=350KD/m<sup>2</sup>
- Hotel=380KD/m<sup>2</sup>

The diagram below illustrates the breakdown of the value of construction (%).

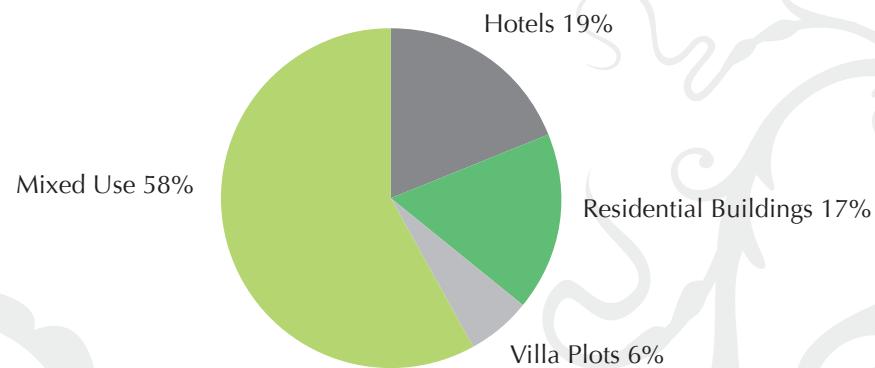


# EXPECTED REVENUES GENERATED

The expected revenues for the Yammar Cultural Village will be within the second phase of the project where land is sold only after the reclamation and the infrastructure work is done. The study of the revenue is concluded on the different land use and with comparison of the average selling price of the current market rate. The revenues breakdown by sector is illustrated below with the estimated selling price per m2:

Land Use	Plot Size (m2)	Avg. Selling Price (KD)	Total Revenues
Residential Buildings	626,982	800	501,585,600
Villa Development	603,760	300	181,128,000
Commercial & Mixed Use	696,646	2,500	1,741,615,000
Hotels	232,215	2,500	580,537,500
<b>TOTAL</b>	<b>4,644,308</b>		<b>3,004,866,100</b>

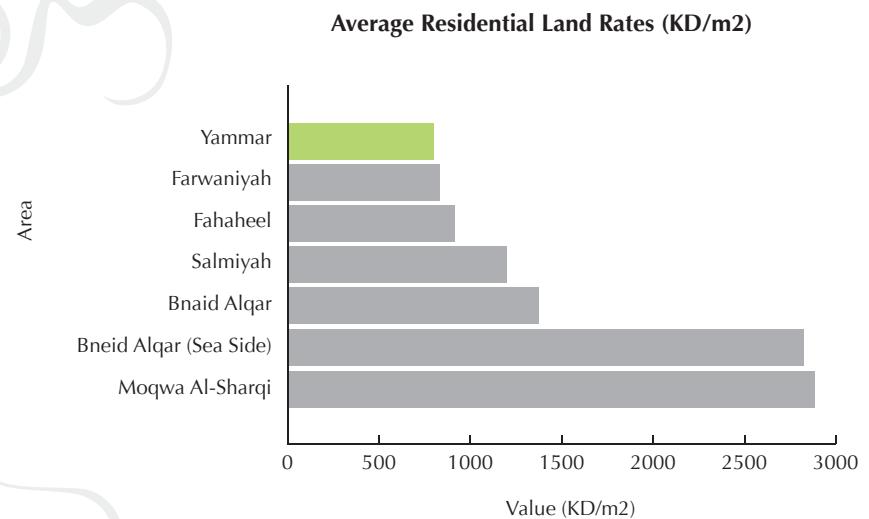
Expected Revenue Breakdown



The land use of residential buildings will constitute a total plot size of 626,982m<sup>2</sup> with an expected average selling price of 800 (KD/m<sup>2</sup>). This will generate expected revenue of KD501,585,600 accounting for 17% of the total revenue. In comparison with the average investment land rates found in different urban locales in Kuwait, Yammar’s proposed rate seems to be the lowest, where other residential investment land rates found in Salmiyah and Bnaid Alqar (sea side), demand 1,200 (KD/m<sup>2</sup>) and 2,825 (KD/m<sup>2</sup>) respectively.

Area	Average Rate (KD/m <sup>2</sup> )
Yammar	800
Farwaniyah	832
Fahaheel	917
Salmiya	1,200
Bnaid Alqar	1,375
Bnaid Alqar (seaside)	2,825
Moqwa Al-Sharqi	2,900

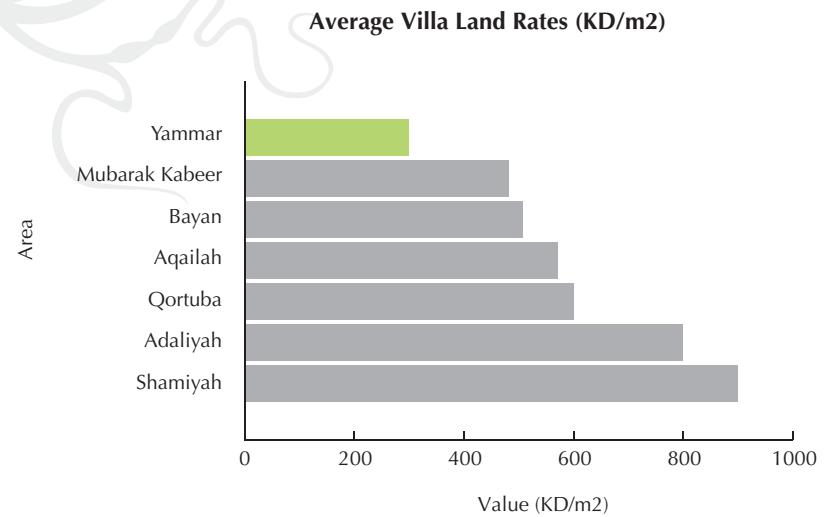
Source: KFH Report



The utilization of villa development plots will acquire a total size of 603,760m<sup>2</sup> with an expected average selling price of 300 (KD/m<sup>2</sup>). The expected revenue of this specific land use will produce KD181,128,000, building up 6% of the total revenue. The average residential land rates injected in the marketplace today surpass those Yammar is submitting. Residential rates of Shamiyah and Adaliyah stipulate 900 (KD/m<sup>2</sup>) and 800 (KD/m<sup>2</sup>) correspondingly, while Yammar's tender is at 300 (KD/m<sup>2</sup>).

Area	Average Rate (KD/m <sup>2</sup> )
Yammar	300
Mubarak Al Kabeer	475
Bayan	520
Aqailah	590
Qortuba	600
Adailiyah	800
Shamiyah	900

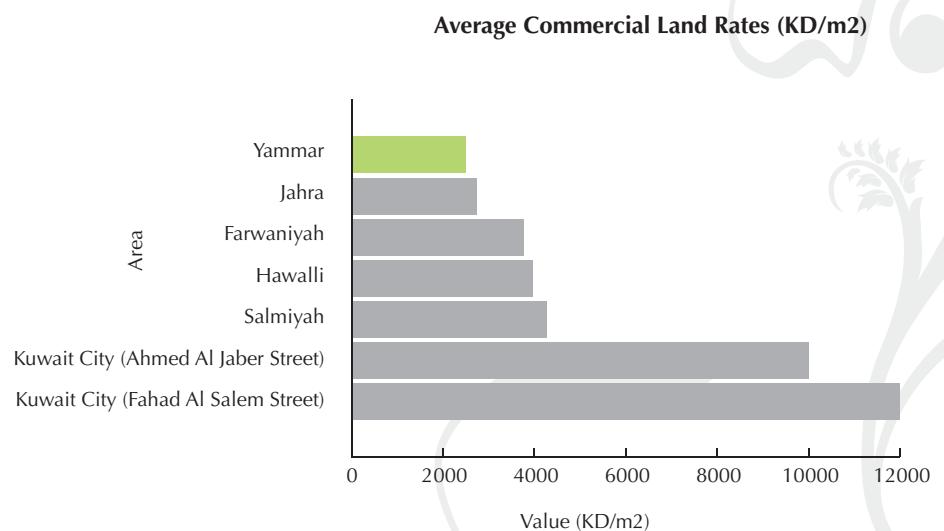
Source: KFH Report



Exploitation of mixed use facilities that will incorporate residential, office, and retail land will mark 696,646m<sup>2</sup> of the land and will give an expected average selling price of 2,500 (KD/m<sup>2</sup>). Yammar's inquisition of the categorized land space will produce expected revenue of KD1,741,615,000, accounting for 58% of the total revenue, making it the primary source of revenue for the projects. Reviewing the current average commercial land rates (KD/m<sup>2</sup>) in Kuwait (Fahad Al-Salem St.) and Hawalli, where prices soar up to 12,000 (KD/m<sup>2</sup>) and 4,000 (KD/m<sup>2</sup>) Yammar manages to break this number by providing a reasonable price of 2,500 (KD/m<sup>2</sup>).

Area	Average Rate (KD/m <sup>2</sup> )
Yammar	2,500
Jahra	2,750
Farwaniya	3,750
Hawalli	4,000
Salmiyah	4,250
Kuwait City (Ahmed Al Jaber St.)	10,000
Kuwait City (Fahad Al Salem St.)	12,000

Source: KFH Report



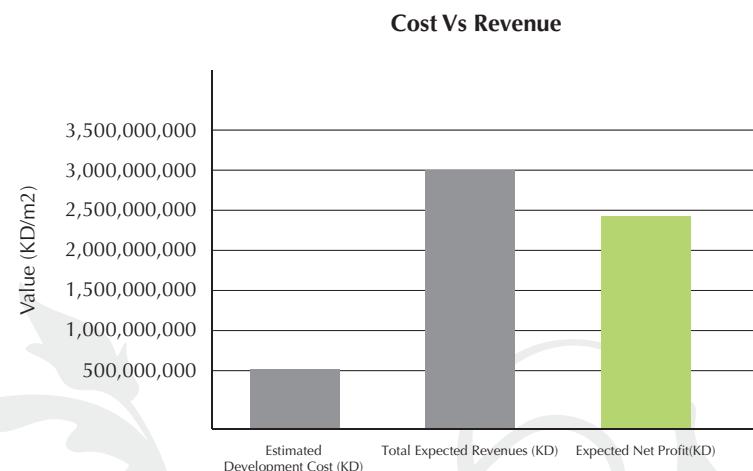
Operation of hotels and the different facilities will create 232,215m<sup>2</sup> as sellable area. This plot size will cause an average selling price of 2,500 (KD/m<sup>2</sup>). Combining the sellable plot size with the price will generate an expected revenue of KD580,537,500, which is equal to 19% of the total revenue. The average commercial land rates here are in contrast with those of mixed use plots since they share an equal value in price/m<sup>2</sup>.

The total expected revenues for the inception of Yammar Cultural Village is KD3,004,866,100 on the basis of using the sum plot size of 4,644,308m<sup>2</sup>.

## EXPECTED NET PROFIT:

The study of the execution for the Yammar Cultural Village projected net profits has been dissected towards the development cost (KD), total expected revenues (KD) and expected net profit (KD). The total expected revenues will amount to KD3,004,866,100, paving the way for the expected net profit to accumulate to KD2,492,991,100.

Estimated Development Cost (KD)	511,875,000
Total Expected Revenues (KD)	3,004,866,100
Expected Net Profit (KD)	2,492,991,100



# IMPLEMENTING THE STRATEGY:

Mazaya decided to incorporate a strategic step towards its recent development, Yammar. To reinforce the project, Mazaya proposes that a company named Yammar Holding Company is to be created to implement and cover the development from start to finish. Yammar Company will supervise, implement, and control the development during the pre-completion and post-completion phases.

## THE ESTABLISHMENT

Yammar Holding Company is a proposed public shareholding company with a total paid up capital of KD 100,000,000 comprised of 1,000,000,000 shares (par value 100 fils per share). The company would primarily engage in the business of real estate investment through the development of Yammar Cultural Village, and will be established and promoted by the Kuwaiti government and its institutions or any of its affiliates.

## THE OPERATION

The Yammar Holding Company activities include all services that fall within the jurisdiction of the real estate investment company, whether in Kuwait or abroad, as follows:

1. Owning, acquiring and selling of land and developing it for the company's account within the State of Kuwait and abroad. In addition to managing the properties violating the laws stipulated in existing laws.
2. Preparing feasibility studies, and valuating and consulting in the areas of real estate in all kinds, if all conditions are available in carrying out this service.
3. Owning and managing hotels, health clubs and tourist facilities to lease and rent them.
4. To carry out maintenance work on buildings and real estate owned by the company and others; including the maintenance and implementation of civil works, mechanical, electrical, elevators and air conditioners to ensure the preservation of buildings and their safety.
5. Managing, operating, investing, renting and leasing hotels, clubs, motels and guests houses, resorts, parks, residential complexes, health and recreational projects, sports and stores on different grades and levels inclusive of all services and facilities thereto and other necessary services.

6. Organizing exhibitions of real estate projects of the real estate company according to regulations and laws of the ministry.
7. Setting up real estate auctions according to regulations and laws of the ministry.
8. Owning and managing commercial markets and residential complexes.
9. Establishing and managing real estate funds (after approval from the Central Bank of Kuwait).
10. Utilizing of fiscal surpluses available to the company through its investment in financial and real estate market managed by specialized companies

The company has the right to participate, in any way, with authorities engaged in similar acts that may cooperate to achieve their purposes in Kuwait and abroad; and can purchase these authorities or ally with them.

## THE ACTIVITIES

The principle business activities of the company would be as follows:

1. Real Estate Investment
2. Real Estate Trading
3. Property Development
4. Property Management
5. Property Financing

As for the company that will undertake the development of Yammar Cultural Village, three models or a combination of all are proposed:

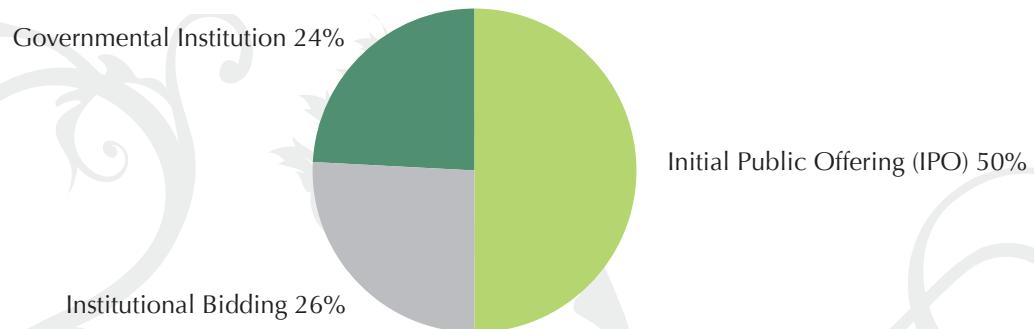
1. "Build to Sell Model": The company would sell the sub-divided development plots within the overall scheme of the Yammar project to prospective buyers.
2. "Build to Lease Model": The company would offer the sub-divided development plots on a 40-year lease with ownership at the end of the lease period.
3. "Build to operate": The company would operate the development plots with complete ownership.

# YAMMAR SHARES DISTRIBUTION:

The proposed initial ownership structure of Yammar Holding Company consists of the following shareholder's distribution:

Organization	Percentage
Governmental Institution	24%
Initial Public Offering (IPO)	50%
Institutional Bidding	26%

**Ownership Distribution**



# OPERATIONS & MANAGEMENT STRUCTURE:

The operation of the company would be headed by a general manager. The general manager would be responsible for the overall operation of the company and would report to the board of directors of the company. The general manager would be supported by a team of functional managers responsible for different activities.

The proposed organization structure is illustrated below:

