# Positive Impact for a Better Future

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Introduction

When we launched our Dar 2020 strategy back in 2016, our goal was to operate more effectively across Dar Group’s four strategic pillars of business: Infrastructure, Architecture, Project Management, and Energy.

Our efforts since then have been largely successful. In 2018, we saw significant cross-disciplinary collaboration across our business lines, resulting in projects that have left a positive impact on the world. Many of these projects also employed cutting-edge technology, a natural outgrowth of our group’s culture of innovation.

Dar 2020 will be the foundation on which we grow and develop our Dar 2025 strategy. Wherever the next five years lead us, we’ll continue to uphold our promise of being the best organization for our clients and staff.
Differentiators at a Glance

Dar Group delivers complex projects—from inception through completion—for clients of any size, anywhere in the world.

OUR OFFICES SPAN THE GLOBE

Dar Group Annual Report 2018
The year 2018 was momentous for Dar Group. All around the world, we delivered transformational projects in urban planning, large-scale infrastructure development, building design, and energy—and, as always, we did so with technical rigor and integrity. Our projects have empowered, enhanced, and enriched communities on nearly every continent.

We also achieved great progress in implementing our five-year plan, Dar 2020. Each of the businesses in our four strategic pillars performed well, and an enhanced operating model and governance framework ensured smooth, integrated service delivery to our clients.

Planning for Success and Achieving It

While the year 2018 was marked by extraordinary economic growth in the U.S., global trade conflicts, retaliatory tariffs, and escalating political tensions led to heightened uncertainty that decelerated growth in parts of Europe, the Middle East, Africa, and Asia. Fortunately, our Dar 2020 strategy prepared us well for these challenges, allowing us to withstand market instability, maintain the Group’s health and high performance, and remain optimistic.

As a global firm, we’re fortunate to have many clients and active projects in regions where the economy thrived in 2018. Moreover, by focusing on our four key service pillars, we were able to combine processes to work more cost-effectively.

Ensuring a Culture of Good Governance

Dar Group adheres to a strict code of professional and ethical conduct wherever we work. This code is important to us, as it forms the backbone of our business. In 2018, we took steps to further strengthen the oversight of Group activity at the Board of Directors level. We also bolstered Group resources, adding key roles in finance, human resources, and risk and compliance.

Additionally, we continue to build a robust compliance program. This includes enhancing communication among compliance managers across all of our operating businesses while meeting the regulatory needs of 60 countries.

Positive Impacts and Technological Innovations

In looking back on 2018, we saw that many of our projects and initiatives fell into two categories: those that made a positive impact on the world, helping to create a better future, and those that allowed us to innovate with technology. We decided to organize our second annual report around these categories. Doing so gave us an opportunity to share some of our proudest accomplishments in a clear and meaningful way.

One accomplishment I’m particularly proud of is our signing of the United Nations Global Compact (UNGC), the world’s largest corporate sustainability initiative. Another is our partnership with the Massachusetts Institute of Technology (MIT) School of Architecture and Planning, which allows us to blend real-world innovation with academic research to create advanced design and engineering solutions.

The Whole is Greater Than the Sum of Its Parts

At the heart of all our accomplishments is the ingenuity, creativity, and diversity of talent of our staff. As we prepare to move beyond Dar 2020, I take pride in knowing that Dar Group is greater than the sum of its parts. Together, we can achieve so much more for our clients and communities.

While our work to achieve seamless inter-group collaboration isn’t finished yet, we’re delighted by how much progress we’ve made so far. And we look forward to continuing to show our clients the tremendous value that only our Group can offer.

Here’s to the future.

Talal Shair
As designers and engineers, we’re acutely aware of the responsibility we have to make the world a safer, more equitable, and more prosperous place for people and the planet.

In 2018, our work across continents enhanced the lives of individuals and strengthened the fabric of entire communities, from the deserts of Africa and the shores of Puerto Rico to the shoals of the Kuwait Bay.
Creating High-Performance, Healthy Places

Sustainability has always been a priority for us, whether improving energy efficiency and reducing exposure to toxins or minimizing construction waste and curbing carbon emissions.

Our unwavering commitment to environmental and human health led us in 2018 to take on projects and strategic initiatives that help advance sustainability across all our business lines, all across the world.

In the San Francisco Bay Area of California, we designed a highly energy-efficient, mixed-use residential high-rise known as 1700 Webster—the first of its kind in the City of Oakland. Its transit-oriented, bicycle-friendly design keeps people moving and connected to the urban environment around them, while outdoor gathering areas build community.

Nearby, we also designed the Zero Net Energy-capable SFO Consolidated Administration Campus at the San Francisco International Airport. It features a high-performance façade that optimizes solar orientation, in-slab radiant tubing for heating and cooling, and an in-duct atomizing ultrasonic humidifying system to protect the airport's museum artifacts.

Of course, projects alone weren’t the only way we reinforced our commitment to sustainability. In Scandinavia, in support of our Architecture pillar, we completed a strategic acquisition of Danish architecture firm Schmidt Hammer Lassen—a leader in healthy, high-performance environments. The acquisition expands our reach and influence into mainland Europe.

Meanwhile, on the other side of the world, we provided design and consultancy services to a number of high-profile projects in the Middle East—each with its own ambitious sustainability goals. These include the American University of Beirut’s Medical Center expansion in Lebanon; the Aramco Innovation Center in Cambridge, England; and the Saudi “Window to the Future” 2020 Expo pavilion in Dubai.

In 2018, Dar Group took on projects and strategic initiatives that help advance sustainability across all our business lines, all across the world.
When Interface, one of the world’s most progressive sustainable carpet brands, needed to convert a 1960s office building into a healthy, environmentally responsible headquarters, they turned to us. Today, their renovated building—instantly recognizable by its recyclable polyester skin depicting life-sized trees of Piedmont Forest—brings employees and customers closer to nature through biophilic design.

PROJECT SPOTLIGHT: Interface Headquarters

Biophilic Design in Downtown Atlanta

When Interface, one of the world’s most progressive sustainable carpet brands, needed to convert a 1960s office building into a healthy, environmentally responsible headquarters, they turned to us. Today, their renovated building—instantly recognizable by its recyclable polyester skin depicting life-sized trees of Piedmont Forest—brings employees and customers closer to nature through biophilic design.

Inspired by the site’s natural history, the building’s key features include biophilia, energy efficiency, and employee wellness. The structure uses just 50 percent of the energy of a typical office building, and an on-site cistern collects and treats rainwater, eliminating the need for municipal sewer and water for restrooms and landscape irrigation.
Designing a More Resilient World

Undeniably, the effects of global warming are taking their toll on the natural and built environment, creating a ripple effect of consequences that threaten the livelihood of ecologies, communities, and social systems. Enter resilience.

Resilience is the next chapter in sustainability, ensuring that places are designed and engineered to withstand climate change-related disasters like droughts, hurricanes, wildfires, and mudslides—and their social and economic repercussions. In 2018, we worked on several projects that incorporate rigorous resilient design principles for a safer, more equitable future.

We were commissioned to develop the Fourth Kuwait Master Plan, a 20-year vision for resilience. Historically, Kuwait has relied on fossil fuel to support its economy, but the country’s future will depend on alternative energy sources. Our plan will provide a better life for Kuwaitis by establishing a more competitive, accessible, and livable country.

Meanwhile, on the hurricane-ravaged island of Puerto Rico, we established an international alliance to help redesign and rebuild this U.S. territory for resilience. Through thoughtful design and strategic planning, our pro bono work there will help Puerto Rico address four critical needs: energy, housing, education, and healthcare.

Speaking of healthcare, the hallmark of a hospital’s resilience is its ability to continue delivering high-quality care in times of disaster. We worked closely with the American University of Beirut Medical Center in Beirut, Lebanon; the University of Oklahoma Medical Center in Oklahoma City, Oklahoma; and the Christus Spohn Shoreline Hospital in Corpus Christi, Texas to design hospitals that can withstand acute threats unique to their geographies, including tornadoes, hurricanes, and power outages.

And since research plays a critical role in how we understand and plan for resilience, our work on the Center for Coastal and Deltaic Solutions in Baton Rouge, Louisiana, is also significant. We designed a living laboratory for climate change scientists and researchers along the banks of the Mississippi River that adapts to the river’s rapidly fluctuating water levels. The building is accessible when the river is at sea level or up to 47 feet above sea level, allowing scientific investigations to continue undisrupted.

PROJECT SPOTLIGHT: American University of Beirut Medical Center

Building Stability & Safety into Healthcare

As with all healthcare design, our primary goal for the American University of Beirut Medical Center was to create a space that would enhance patient outcomes. Compelling views, access to nature, and an abundance of natural light—all known sustainable design strategies—will contribute to the healing process here. But in an area prone to widespread disruptions of power and potable water, we also incorporated a number of resilient design strategies. The hospital will minimize energy usage by maximizing daylight and integrating ventilation systems, and by dramatically reducing water usage. This will ensure the hospital can prolong its operations under extreme circumstances.
Bridges, tunnels, causeways, and other infrastructure have the power to catalyze local and regional economies by allowing for the steady exchange of goods and services. Additionally, safe, fast, and reliable public transportation ensures greater access to those goods and services, improving well-being at the individual and community scale. In 2018, we led or contributed to several important infrastructure and transportation projects around the world—each with far-reaching positive impacts.

The Hong Kong-Zhuhai-Macau Bridge, the world’s longest sea-crossing bridge at 55 kilometers (34 miles), connects Hong Kong and Macau to Zhuhai, a mainland Chinese city. Completed in 2018, the bridge has made what was once a four-and-a-half hour journey by car a commute of less than an hour. Not only does the bridge fuel the economy by increasing access to employment in the region, but also, it reduces vehicular congestion at border points, which in turn reduces carbon emissions.

On a much smaller—yet no less important—scale, our work rehabilitating the well-traveled Theodore Roosevelt Memorial Bridge in Washington, D.C. and the Williamsburg Bridge in New York City will increase the lifespan of these critical pieces of infrastructure, mitigating structural deficiencies and facilitating improved traffic flows.

Further south, our work on the Mexico-Toluca interurban railway will connect Mexico City with Toluca de Lerdo, reducing commuting time and minimizing vehicular traffic on the existing highway. And in the capital city of Ecuador, a new metro line will move 500,000 passengers a day between the Quito Convention Center, Central University of Ecuador, and Quito’s historical center. Travel time from one end of the line to the other will be 33 minutes—just one-third of the time it takes by car.

PROJECT SPOTLIGHT:
Sheikh Jaber Al-Ahmad Al-Sabah Causeway

Enabling Trade While Protecting Ecosystems

The Kuwait Bay is an enormous body of water that separates densely populated Kuwait City from the open expanse of the northern regions of the country. With plans underway to create a modern Silk Road trade route, a more efficient way to access the north was needed.

The Sheikh Jaber Al-Ahmad Al-Sabah Causeway provides that access. As one of the longest bridges in the world, the causeway links Kuwait City with the future Madinat al-Hareer (Silk City) in the north, and with Doha in the west. It also reduces commuter drive time by over 75 percent.

At every phase of the project, we took steps to protect marine wildlife and restore natural underwater habitats. For example, we installed artificial reefs and new vegetation away from the bridge construction zones to ensure the livelihood of Kuwait’s famous green tiger shrimp.

The shrimp seamlessly took to their new home and are now thriving.
PROJECT SPOTLIGHT:
Kuala Lumpur – Singapore High-Speed Rail (KL-SG HSR)

Evoking the Past While Embracing the Future

The new 350-kilometer Kuala Lumpur – Singapore High-Speed Rail (HSR) line will be the first cross-border high-speed HSR in Southeast Asia. It will allow passengers to travel from Kuala Lumpur to Singapore within 90 minutes, facilitating cross-country business transactions. The HSR will also have significant economic impacts on the towns that are adjacent to six transit stations along the line.

In 2018, we led the civil and structural design for three stations on the HSR: Melaka, Muar, and Batu Pahat. The designs reflect Malaysia’s identity and heritage while maintaining a futuristic look. For instance, the Melaka Station design resembles the image of a merchant ship, symbolizing the entrepreneurial spirit of the local community. The Muar Station resembles the “rehal,” symbolizing the importance of learning in the knowledge-based economy. And the Batu Pahat station evokes elements of the “kuda keping,” a traditional Javanese dance performed by the people of Batu Pahat.

90
The number of minutes it will take to travel from Kuala Lumpur to Singapore on the HSR.
In the Sub-Sahara region, 72 percent of people live without access to basic sanitation services. They must travel at least 30 minutes just to get safe water to drink, use a toilet, or wash their hands. Energy poverty is also a significant problem, reducing accessibility to modern medical care and job opportunities. We provided the crucial first steps to bringing clean, safe, treated water to the 2.8 million people of Luanda, Angola by conducting a study and completing an early design for a water intake, a raw water pumping station, and a treatment plant. Meanwhile, in West Africa, we launched an early study to bring electricity to communities from Nigeria to Morocco via a natural gas pipeline. We’re working there to bring another critical resource—opportunity—to young talent. In Nigeria, we collaborated with recent graduates and junior engineers from a local engineering company to help hone their on-the-job skills. And in South Africa—where the unemployment rate hovers at 27.5 percent—we’re helping people find and retain jobs through an accredited training program for train operators and track maintenance personnel. In 2018, over 700 people were trained, including 190 youths and 60 women.

In 2018, we were privileged to work on a number of diverse projects that fundamentally support human life—particularly in developing regions, including parts of Africa.

Providing Access to Critical Resources

In the Sub-Sahara region, 72 percent of people must travel 30 minutes to access safe water.
**PROJECT SPOTLIGHT:**
**Illuminating West Africa’s Future**

It’s estimated that by 2050, most African countries will still be unable to provide universal access to electricity. Today, many school children have no light to study by, life-saving medicines and vaccines cannot be kept refrigerated, and industry must come to a halt in the overnight hours.

We’re helping to change that. In partnership with the 15 countries of the Economic Community of West African States (ECOWAS), we’re studying options to not only improve energy supply to the region, but also, to diversify energy sources. By tapping into the region’s abundant natural gas reserves, and by increasing the use of biofuels, there’s tremendous potential to reliably deliver electricity to over 367 million people in West Africa—all while minimizing deforestation and desertification. Such a plan would also create and sustain plentiful job opportunities.

**PROJECT SPOTLIGHT:**
**City of Ibadan Master Plan**

In the City of Ibadan, a major center of trade and exchange in Nigeria, we were commissioned to design a master plan that would lead the city into a healthier, more sustainable future—accommodating its rapid growth while addressing the needs of its residents.

We sought the input and suggestions of the greater community, hosting meetings with city and local government officials, community associations, and residents from every socioeconomic group to ensure the inclusion of diverse voices and perspectives in our plan. It was so successful that, a year after its completion, it earned the International Award for Planning Excellence by the Royal Town Planning Institute, and placed second in its category in the Urban Design Group’s National Urban Design Awards. It was also nominated for a Sustainability Impact Award by the Institute of Environmental Management & Assessment (IMEA).
Innovating with Technology

In today’s ever-changing global economy, technological innovation is the key to success.

Through thoughtful design and planning that emphasizes technology, we help cities, districts, and even entire countries boost their competitiveness, attract and retain top talent, and build vibrant, dynamic places in which to live, work, learn, and play.
We’re leading the planning of two of the most technologically advanced future cities in the Middle East: Qiddiya Entertainment City in Saudi Arabia and the New Administrative Capital of Egypt. In each, our role is to lay the groundwork for smart, highly sustainable infrastructure. Technologies include highly efficient, intelligent irrigation systems that minimize water losses and smart lighting poles and solar roof strategies that generate clean energy.

Both urban centers, once completed, will be autonomous and self-reliant—poised to set a new international standard in intelligent city design. They will offer a superior quality of life with attractive living environments and ample opportunities for progress, growth, and healthy living.

To alleviate increasing overcrowding and congestion in the ancient city of Cairo, and to establish a new business, financial, and governmental hub for Egypt, Egyptian officials announced the design and construction of a New Administrative Capital—an ultra-high-tech city in a previously untouched landscape about 45 kilometers (28 miles) east of Cairo. We’re leading the master plan and the design of key buildings and structures.

The new city will be able to collect data, anticipate problems, and coordinate resources for efficient decision-making. Smart lighting, video surveillance, intelligent transportation systems, intelligent energy management, smart parking, smart irrigation, and Internet connectivity for all will ensure safety and sustainability.

Additionally, the city center will feature what many anticipate will be the tallest building in Africa when completed in 2022. Standing 385 meters tall, the 76-story iconic tower will accommodate offices, residences, retail areas, and hotel spaces and will boast a beautiful observation deck.
A dynamic world with shrinking borders and a growing population requires faster, safer, and more sustainable ways of getting people from place to place. From North America to Europe to Asia, we’re working on projects that significantly improve existing rail infrastructure and systems.

We’ve been involved in the development of the California High-Speed Rail since 2015. Our work includes preliminary engineering, environmental clearance, and public outreach for two projects: a 75-mile stretch of rail that runs south between the cities of Bakersfield and Palmdale; and a 25-mile stretch that runs north from Bakersfield to Shafter. In Malaysia, we’re working with the government to design and engineer three train stations that are part of the first cross-border high-speed rail project in Southeast Asia. And in New York City, we’re working with the Metropolitan Transportation Authority to design, procure, and implement a new fare system that gives riders a variety of advanced payment options.

What if modern transportation systems as we know them could offer ultra-fast, ultra-sustainable mobility options for people everywhere? We’re excited to be designing Hyperloop Transportation Technologies’ 5-kilometer-long Hyperloop line, with two fully operational stations, including a boarding/alighting platform, a maintenance facility for Hyperloop capsules, and a visitor experience center geared toward the future of mobility and sustainability. Using the fundamentals of electromagnetic levitation, the Hyperloop can travel vast distances at an astounding maximum speed of 1,220 kilometers per hour (760 miles per hour), shrinking hours of commute time into mere minutes. Moreover, the Hyperloop is planned to be sun-powered, making it one of the greenest, most sustainable modes of transport.
Enhancing Transportation with Artificial Intelligence

We’re striving to enhance the passenger experience at major transportation hubs, and Artificial Intelligence (AI) holds the highest potential for achieving this goal, particularly in the fields of smart security, smart operations, and intelligent transportation.

Artificial Intelligence technologies in airports include self-check-in robots that assist passengers with ticketing and boarding, baggage-carrying robots, and logistics robots that deliver goods and products without human intervention.

Smart Security

Security systems now use advanced AI neural networks and the fusion of Big Data to proactively analyze data and identify threats faster than current manual techniques. We’re developing a combination of cameras for facial recognition and 3D scanning technologies that automate screening processes and identify baggage tracking at several major airports, including Miami, San Francisco, and Seattle.

Smart Operations

Numerous techniques to incorporate AI and robotics technologies currently exist within passenger terminal facilities: self-check-in robots that assist passengers with ticketing and boarding; baggage-carrying robots that replace traditional baggage-loading systems; and logistics robots that independently deliver packages. We’re working with clients to create airports that provide excellence at every level of the passenger experience. This includes the development of advanced smart beacons and content displays to identify passengers, personalize their content, and guide them to their destinations.

Intelligent Transportation

Another AI application we’re currently pioneering is transportation technology within an airport’s restricted airside area (i.e., runways, taxiways, and apron areas). This AI technology includes image recognition, 5G wireless, extended internet connectivity (Internet of Things) to support driverless tug carts, and auto-docking/auto-parking for flight service equipment, passenger loading bridges, and runway crossings that don’t interfere with ongoing aircraft movement.
In 2018, we continued to find ways to harness the power of technology in our projects and our practice, implementing digital tools like virtual reality, 3D modeling, artificial intelligence, computational design, and even robots. For one maritime project, we even deployed remotely operated vehicles (ROVs) to perform underwater damage diagnosis on breakwaters. The ROV was operated by our engineers from a nearby dock, eliminating the need for a diver and reducing safety risks.

Of course, innovation occurs in more analog ways, too. We collaborated with students from the University of Washington in Seattle to design and install vertical glass solar fins on the new Life Sciences Building we designed. This first-of-its-kind installation is anticipated to generate enough electricity to light over 12,400 square feet of the building’s offices throughout the year. And in St. Paul, Minnesota, where we designed the Bell Museum for natural history, we partnered with a custom glass manufacturer to innovate a special fritted glass that prevents birds from crashing into the building’s façade.

We’re also devising creative new solutions for some of the world’s most pressing urban challenges. As part of a partnership with the Massachusetts Institute of Technology (MIT) School of Architecture and Planning, and in conjunction with students in the engineering, architecture, and planning departments, we’re researching the future of changing urban landscapes.
PROJECT SPOTLIGHT: Bell Museum of Natural History

Protecting Nature with Technology

The design of the Bell Museum in St. Paul, Minnesota helps protect the natural environment and nurture biodiversity through a combination of innovation, technology, and materials selection.

Its custom fritted glass not only protects the wide range of birds nesting on or near the site, but also minimizes the building’s energy use. Combined with the use of 100-percent LED lighting, energy-efficient audiovisual equipment, a state-of-the-art HVAC system, and on-site and off-site renewable energy, the building reduces fossil fuel use by over 75 percent.

Plus, its thermally modified white pine wood siding—harvested from sustainably managed Minnesota forests—creates a no-maintenance, low-environmental-impact exterior with a 30- to 50-year lifecycle.

Above and Right: Bell Museum
St. Paul, Minnesota, USA

75%+
Reduction of fossil fuel usage via efficient building design and state-of-the-art systems.
“Our projects have empowered, enhanced, and enriched communities on nearly every continent.”

– Talal Shair, Group Chairman and CEO
Leadership & Governance

Left to Right:
Danny Aoun
Khalil Darawish
Bassam Shakhshir
Talal Shair

Ibrahim "Abe" Saad
Independent Committee Chairman

Camille Sifri
Independent Committee Member

Beshara Wakim
Director of Operations, Kuwait – Dar

Euan McEwan
Chief Executive Officer – Currie & Brown

Talal Shair
Chairman and Chief Executive Officer – Dar Group

Bassam Shakhshir
Director of Operations: UAE, Bahrain, and Oman – Dar

Danny Aoun
Director of Operations: Saudi Arabia and Senegal – Dar

Khalil Darawish  
Board Director – Dar Group

Michael Helou
Chief Strategy Officer – Dar Group

Youssef Matar
Director of Electrical Engineering and Telecommunications – Dar

Bashar Rihani
Director of Transportation – Dar

Phil Harrison
Chief Executive Officer – Perkins and Will

Peter O’Sullivan
Chief Executive Officer – Penspen

Matthew Cummings *
Chief Executive Officer – T.Y. Lin International

Philip English *
Chief Financial Officer – Dar Group

* Began serving in this role in 2019
* Served in this role through 2019
* Served as Group Chief Financial Officer until 2018

EXECUTIVE COMMITTEE

Talal Shair
Chairman and Chief Executive Officer – Dar Group

Bassam Shakhshir
Director of Operations: UAE, Bahrain, and Oman – Dar

Danny Aoun
Director of Operations: Saudi Arabia and Senegal – Dar

Khalil Darawish  
Board Director – Dar Group

Michael Helou
Chief Strategy Officer – Dar Group

Youssef Matar
Director of Electrical Engineering and Telecommunications – Dar

Bashar Rihani
Director of Transportation – Dar

Phil Harrison
Chief Executive Officer – Perkins and Will

Peter O’Sullivan
Chief Executive Officer – Penspen

Matthew Cummings *
Chief Executive Officer – T.Y. Lin International

Philip English *
Chief Financial Officer – Dar Group

* Began serving in this role in 2019
* Served in this role through 2019
* Served as Group Chief Financial Officer until 2018

AUDIT COMMITTEE

Ibrahim "Abe" Saad
Independent Committee Chairman

Camille Sifri
Independent Committee Member

Beshara Wakim
Director of Operations, Kuwait – Dar

Euan McEwan
Chief Executive Officer – Currie & Brown

LEADERSHIP DEVELOPMENT COMMITTEE

Talal Shair
Chairman and Chief Executive Officer – Dar Group

Fouad Emmanuel El-Khoury
Director of Resources and Environment – Dar

Khalil Darawish  
Board Director – Dar Group

* Began serving in this role in 2019

‡ Served in this role through 2019

* Served as Group Chief Financial Officer until 2018

BOARD OF DIRECTORS

Talal Shair
Chairman and Chief Executive Officer – Dar Group

Bassam Shakhshir
Director of Operations: UAE, Bahrain, and Oman – Dar

Danny Aoun
Director of Operations: Saudi Arabia and Senegal – Dar

Fouad Emmanuel El-Khoury
Director of Resources and Environment – Dar

Khalil Darawish  
Board Director – Dar Group

Bashar Rihani
Director of Transportation – Dar

Phil Harrison
Chief Executive Officer – Perkins and Will

* Began serving in this role in 2019

‡ Served in this role through 2019

* Served as Group Chief Financial Officer until 2018

Albion Library
Toronto, Ontario, Canada
**Financial Headlines**

**GROSS REVENUE – USD**

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**REPORTED REVENUE, BY REGION – USD**

- Middle East: $823m
- USA: $773m
- Asia: $269m
- Europe: $195m
- Sub-Saharan Africa: $143m
- Canada: $71m
- North Africa: $63m
- Latin America: $36m
- Caribbean: $4m

**REPORTED REVENUE, BY MARKET – USD**

- Buildings: $1,273m
- Transportation: $869m
- Industrial / Petroleum: $93m
- Sewer / Waste: $68m
- Power: $59m
- Water: $51m
- Telecom: $17m
- Manufacturing: $7m

**NUMBER OF STAFF, BY COMPANY**

- Dar: 9,401
- TY Lin International: 3,031
- Perkins and Will: 2,631
- Currie & Brown: 1,087
- Penspen: 792
- Integral Group: 522
- Ross & Baruzzini: 325
- Landrum & Brown: 180
- Other specialty firms: 189

+426 new employees in the past year
Our Companies

Some of the most respected names in the industry are members of Dar Group. We draw on the resources and expertise of the entire network.

**OUR LEADING BRANDS**

**dar**

Infrastructure engineering, building engineering, and architecture

The founding company of Dar Group, Dar is an international multidisciplinary consulting organization that specializes in engineering, architecture, project and construction management, facilities management, environment, and economics.

Across the Middle East and Africa, Dar is recognized as a pioneering and leading force in the development of transformational, large-scale infrastructure and ambitious building environments.

Dar operates out of five primary design centers, located in Beirut, Cairo, London, Pune, and Amman. These centers are supported by a network of 45 offices in 30 countries throughout the Middle East, Africa, Asia, and Europe. Dar’s multinational team includes engineers, architects, town planners, quantity surveyors, and economists spread over 11 technical departments.

Since 1956, the company has provided a wide array of integrated consultancy services to more than 950 clients in 63 countries, delivering more than 4,000 projects with a collective investment value of over USD 290 billion.

**Perkins&Will**

Architecture and design

Perkins and Will is a global leader in healthcare, science and technology, education, workplace, interior design, branded environments, mixed-use developments, sports and recreation, urban design, transportation, and landscape architecture. Founded in 1935, the firm is synonymous with healthy, high-performing, sustainable environments. Its focus on diversity, equity, social responsibility and community engagement has also earned high accolades.

Perkins and Will joined Dar Group in 1986. Today, the firm employs over 2,600 professionals across more than 28 cities and serves clients on nearly every continent. Its partner companies strengthen its cross-disciplinary service offerings: Schmidt Hammer Lassen is a Danish architecture firm; Portland Design is a UK-based retail strategy and design consultancy; NelsonNygaard is a US-based mobility planning consultancy; and Pierre-Yves Rochon (PYR) is a France-based luxury hospitality design firm.

**T.Y. Lin International**

Infrastructure engineering

T.Y. Lin International is a multi-disciplinary engineering services firm known for delivering unique and challenging infrastructure projects worldwide. Established in 1954 in Los Angeles, California, T.Y. Lin International became a Dar Group company in 1989. Today, it operates 48 offices, employs 3,000 professionals, and leads projects throughout the Americas and Asia-Pacific in sectors as diverse as aviation, ports and marine, and rail and transit.

Individually and collectively, OUR BUSINESSES ARE WORLD CLASS.

**Currie & Brown**

Project management

Currie & Brown is ranked among the world’s top four construction management companies. With principal offices in London, Dubai, Mumbai, New York, and Hong Kong, the firm’s portfolio spans Europe, the Americas, India, Sri Lanka, the Middle East, and Asia-Pacific.

Currie & Brown provides a range of construction management specialist skills, including cost management, project management, building surveying, advising on private finance initiatives (PFIs), and public-private partnerships clients in sectors as diverse as property, transport, logistics, energy, education, government, healthcare, pharmaceuticals, technology, utilities, and retail.

**Penspen**

Energy

Penspen provides oil and gas engineering, design, project management, and capital budget consultancy in the East (Middle East, Africa, and Asia-Pacific), as well as asset integrity management and operational consultancy in the West (Europe and the Americas). It is committed to improving the performance and efficiency of its clients’ businesses.

Established in 1954, Penspen joined Dar Group in 1986. The company now employs over 1,000 engineers across its operations worldwide, operating offices in London, Houston, Abu Dhabi, and Bangkok.

**Integral Group**

Building engineering

Integral Group is a global network of sustainable design professionals focused on engineering and consulting for the highest-performing buildings in the world.

Founded in 2008, the mission-driven company is a leader in corporate social and environmental responsibility, pursuing and achieving superior energy performance and high standards of health and well-being for clients worldwide. The firm employs more than 460 professionals across the USA, Canada, the UK, and Australia, and includes the London-based “deep green” engineering firm Elemia. Integral Group became part of Dar Group in 2009.
OUR SPECIALTY BRANDS

Aviation planning

Founded in 1949, L&B is one of the world’s oldest and most accomplished aviation planning consultancy firms. It provides services to the top 50 U.S. airports. In the last 10 years, it expanded its reach to the aviation markets in Greater China, Asia, Australia, and the Middle East.

Technology and security systems

Founded in 1953, Ross & Baruzzini provides professional engineering, technology consulting, architectural, and construction administration services to clients in the education, government, healthcare, and transportation industries. Specialties include IT consulting, security systems, wireless communications, systems engineering, fire protection, and mechanical and electrical engineering.

Infrastructure engineering

GPO Group is an international, multi-sector engineering company that renders planning, design, construction, and operation services for transportation, building, automotive, energy, and environmental projects developed in more than 20 countries in Europe and Latin America.

Specialty structures engineering

Based in Sologna, Italy and founded in 2000, Maffeis is one of the world’s few leading engineering firms in the field of tension membrane/fabric structures and ETFE foil designs for long-span structural applications such as stadia covers, façades, and retractable roof systems.

Dar Group also remains fully committed to our long-term strategic investment in Worley, a leading global provider of professional project and asset management services in the energy, chemicals, and resources sector. We reached a 26% equity stake in Worley prior to Worley’s acquisition of Jacobs’ Energy, Chemicals, and Resources business, which Dar Group fully supported. We now hold an approximate 23% equity stake in the newly combined Worley organization.