The best engineering and design solutions, combined. Delivered together, globally.
Dar Group at a Glance

297 Offices
60 Countries with offices
18,600 Employees

Global Rankings:

#1
- Airports
- Education
- Healthcare
- Religious / Cultural

#2
- Bridges
- Retail
- Sports
- General Building
- International Building
- Comm. Offices / Banks

#3
- Semiconductor
- Transmission Lines / Cabling

We draw upon the resources and expertise of our entire network.

TOP 10 rankings in these categories

* ENR 2020 International Design Firm Rankings

- Overall International Design Firm
- Mass Transit & Rail
- International Transportation
- Domestic Transportation
- Highways
- Telecommunications
- Transmission Lines and Aqueducts
- Sanitary and Storm Sewers
- Government Offices
- Retail
- Mixed-Use
- Multi-unit Residential
- Hotels / Motels / Convention Centers
- Distribution and Warehouses
Chairman & CEO’s Statement

Resilience in Action
Our commitment to technical excellence, dedication to effective governance, and investment in innovation led to steady financial performance in the United States, United Kingdom, and Europe, and—despite decelerated growth in the Middle East, Africa, and Asia—clients in these regions continued to seek the expertise and experience of our people. Our coordinated, global presence provided resilience in the face of uncertainty and allowed Dar Group to maintain our position as a world leader in design and engineering.

Across all seven continents, we helped communities rethink, reshape, and rebuild. Although faced with unprecedented slowdowns in markets such as aviation and education, we responded to our clients’ aspirations to accelerate the design of cutting-edge laboratories, healthcare facilities, and data centers, and to devise strategies to meet ambitious net-zero goals and adapt to the future of energy.

Leading through Positive Change
We entered the new decade with awareness of the challenges that lie ahead and the changes needed to meet ambitious climate goals. As a signatory of the United Nations Global Compact (UNGC), we recognize our responsibility as engineers, architects, and planners in realizing the full social, economic, and environmental benefits of our work.

This responsibility is reflected in the portfolio of projects featured in our 2020 Annual Report. From buildings that promote human and environmental well-being, to strategies that enable the energy transition, to transportation infrastructure that connects communities, these inspirational projects give me hope for a bright future.

A Focus on Collaborative Growth
With this bright future in mind, we proceeded with investments that will position Dar Group for long-term success. To coordinate business development and advance inter-group collaboration, we appointed our first Chief Growth Officer, signaling a commitment to expanding our impact in new markets and regions. In December, we launched Dar Group Connect, our first internal platform to support growth by facilitating knowledge-sharing across all companies.

To further strengthen our governance, we appointed two new members to the Dar Group Board of Directors. These members bring fresh perspectives and will help chart an exciting new chapter with the development of our next five-year strategic plan.

In London, we continued the construction of our new global headquarters. Scheduled to open in 2022, the building has been thoughtfully designed to foster collaboration with both colleagues and clients. It will be an exemplar of the smart and flexible workspace of a post-pandemic world.

Moving Forward, Together
The final section of this report features 10 projects from 2020 that provide a glimpse into the future of design, science and health, transportation, urban development, and how we work. Indeed, our teams around the world are already employing new techniques in generative design, machine learning, augmented reality, and artificial intelligence to create solutions that would have been impossible just years ago.

As I look back on Dar2020 and toward the launch of our next strategy, I am more confident than ever in Dar Group’s role in building a more sustainable and equitable future alongside our clients, partners, and communities. This moment demands it, and we will meet the challenge, together.

In gratitude,

Talal Shair
Chairman and CEO, Dar Group

For Dar Group, 2020 tested the strength and resilience of our business. When we launched the Dar2020 strategy five years ago, we couldn’t have foreseen the immense global challenges that would mark its final year. In the face of adversity, this strategy positioned us to quickly adapt to changing demands and provide our clients with the same impactful design, engineering, and consulting services that have always defined Dar Group.

With clear purpose, our leaders focused on keeping employees safe and healthy and guided our clients through uncertainties and disruptions. The ability to continuously support our clients and communities was due to the dedication, adaptability, and passion of our 18,600 employees. You will find reflections and perspectives from several of them throughout this report.
In 2020, we made a difference.

Across the globe, our teams helped communities cope with and respond to unprecedented changes in their lives and work. Although faced with uncertainty, we recognized that planning for the future has become more urgent than ever before.

Our teams’ wide-ranging expertise and ingenuity brought forth agile strategies that improved lives, empowered communities, changed the way we work, and continued to lay the critical groundwork for a sustainable, equitable future for everyone.
In 2020, our specialists showed flexibility and resolve in responding to the COVID-19 pandemic, supporting clients and co-workers alike. From aviation to healthcare to education, our teams employed planning, engineering, and consulting expertise to respond quickly with innovative solutions that supported health, safety, and mobility of communities. No matter the project, our specialists focused on addressing immediate needs and long-term, sustainable solutions.

As the scale of the global pandemic became clear, the health and safety of our 18,600 staff became our paramount concern. Offices in 60 countries throughout the Americas, Europe, Australasia, the Middle East, Africa, and Asia quickly mobilized to continue safely serving our clients. Staff individually and collectively demonstrated extraordinary commitment to excellence while navigating unprecedented demands on their own private and professional lives.

Our teams remained agile and thrived in this new reality. As Beatriz Luna, our Health, Safety & Environment Coordinator at Penspen in Latin America affirms, “The impressive resilience and commitment of each person in our company helped us reach our shared goals and objectives.” In one of many examples, our marine design division in Cairo, Egypt, accelerated the digitization of their workflows and turned to online engagement to collaborate with stakeholders, allowing continued focus on the long-term resilience and sustainability goals in their World Bank-funded projects throughout Africa. In the same vein, despite challenging circumstances, our Pune MEP team continued to act as the capable “technical arm” for several urgent collaborations across the globe.

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Ingenuity & Agility in Response to a Global Crisis

Exceptional times call for exceptional results

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Beatriz Luna, Health, Safety & Environment Coordinator, Penspen, Villahermosa, Mexico

Making an Impact

“Difficult times required tight measures, but we adapted—so our clients could adapt.”

Dr. Sawsan Eissa, Senior Associate, Head of Marine Design Unit, Dar, Cairo, Egypt

Colorado Convention Center Field Hospital
Denver, Colorado, USA

Our engineering, design, and consultancy expertise was critical in emergency response efforts like transforming the Colorado Convention Center into a 2,000-bed temporary medical facility. To support the State of Colorado and the US Army Corps of Engineers, we developed a reliable and connected system of technology solutions for the hospital—from the telephone, video surveillance, and nurse call systems to wireless communication. On an accelerated timeline, driven by the shared goal of potentially saving lives, our experts adapted to meet the intense schedule of completing a four-phase project within two months.
Critical to treating Luanda patients stricken with COVID-19 were plans for dedicated ICU, intermediate care, and quarantine facilities. To accelerate the construction timeline, we helped facilitate a conversion of an existing residential compound to serve as the COVID-19 treatment center, using the materials and equipment available on the local market and a structural system that met both time and budget constraints.

Working closely with local authorities, we coordinated input from numerous specialists, from senior health and medical equipment planners to aviation specialists and wastewater treatment experts. This agile approach gave Luanda’s communities vital support in their hour of need. The residential compound became home to 1,440 quarantine beds and 165 hospital beds, a triage and screening area, a laboratory and blood bank, a pharmacy, and more.

The Luanda project is one of several around the world that required us to rapidly and expertly convert a non-healthcare facility to a COVID-19 treatment center in support of public health.

Luanda first-responders received an additional 92 intermediate-care beds, 73 critical-care beds, and 1,440 quarantine beds for their COVID-19 patients.
In the US, we partnered with New York City Relief to deploy portable, folding, “pop-up” care booths for healthcare workers to gather essential geolocation and test-result data in real time. These low-tech systems can be quickly adopted by communities around the world, bringing testing and health care wherever they are most needed.

As cities searched for guidance on how to safely operate their transportation networks, we led a study with the American Public Transportation Association to determine the risks of COVID-19 on public transit. This required following the data, interviewing experts, and compiling global best practices on how transit agencies are adapting and keeping riders safe. Our report, Public Transit and COVID-19 Pandemic: Global Research and Best Practices, analyzed the latest scientific evidence on virus transmission, ridership and infection rates in multiple U.S. cities, and the effectiveness of various mitigation measures. A blueprint to getting people back to commuting safely, the report has helped to shape the public conversation on this issue and mitigate widespread fears about returning to public transit.

When the time came to help businesses and schools navigate a safe return to offices and classrooms, we developed a set of strategies and resources. Grounded in public health guidance, our Road Maps for Return are holistic guidelines for addressing the current health crisis as well as future public health challenges.

Throughout, we never lost sight of the disproportionate impact that the pandemic has had on low-income and communities of color. Through an ASID Foundation Research Grant, we studied the specific challenges that communities living in affordable housing in the US faced during quarantine and prepared a toolkit of design solutions that support well-being.

“Making an Impact”

“‘As we saw this year, holistic planning adapts to a changing landscape of work and mobility.’

Ahmed Hafez, Senior Project Manager, Penspen, Abu Dhabi, UAE

“Making an Impact”

“Our team delivered value to our clients by honoring our values in every task.”

Lian Farhi, Senior Transportation Planner, GPO Group, New York, USA
Adapting to the Future of Energy

A sustainable future must be powered by innovation

From infrastructure designed to reduce energy consumption to a game-changing global shift to renewables, the world’s net-zero transition is gaining momentum. Through our commitment to environmental and social sustainability, we look to make a difference in people’s lives every day—and for generations to come. In 2020, we strengthened our dedication to the future of energy.

In the UK, we led an assessment of the Killingholme (KiPS) and Blyborough to Cottam (BCot) Pipeline Systems for conversion to natural gas–hydrogen blends, up to 100 percent hydrogen. A pioneer in the field of hydrogen generated energy, our client needed a roadmap for short-term emissions reductions through “blue” hydrogen production, while pursuing their long-term goal of “green” hydrogen, produced with renewable energy sources.

Our team of experts understood the complexities of the hydrogen energy ecosystem. They assessed the existing natural gas systems’ suitability for conversion to hydrogen-natural gas blends, and even 100% hydrogen. The analysis of pipeline capacity and delivery sets a path toward fulfilling the UK’s net-zero emissions goal.

In China, our holistic architectural design of Shenzhen’s waste-to-energy facility, the largest in the world, has helped raise the bar for converting waste to electricity. This facility helps power the homes and businesses of the city’s 17 million inhabitants. Our design reduces the facility’s footprint within its natural setting, and the roof’s photovoltaic panels generate additional energy to run the plant. In managing the disposal of approximately one-fifth of Shenzhen’s waste every year, this plant is expected to produce around 600 million KWh of electricity every year.

Making an Impact

“Through innovation we can change the trajectory of the built environment—across buildings, utilities, transport infrastructure, and public places.”

Richard Palmer, Director, Global Sustainability, Integral Group, Cape Town, Africa

Making an Impact

“Our teams have innovation coded into their DNA. They’re continually facilitating new ideas that will solve clients’ problems.”

Carolina Jamet, Architect and MBA, GPO Group, Barcelona, Spain
SPOTLIGHT
HaiLong Offshore Wind Farm Project
Changhua, Taiwan

Powered by Wind

Each sweep of a wind turbine’s rotor contributes to the electricity supply for millions of people, so supporting Taiwan’s robust energy grid with the HaiLong Offshore Wind Farm was our mission. The project is sited in the Taiwan Strait, one of the world’s best offshore wind resources—and a prime spot for monsoons and typhoons.

Moving forward required expert assessment and peer review of the environmental forces, complex codes, and innovative engineering solutions to ensure that these massive energy generators can operate safely and at peak performance. The wind farm will be home to some of the most advanced 14 Megawatt offshore wind turbines, capable of withstanding dangerous storms and generating more electrical energy than ever before. We’re proud to help transform the global electrical sector—a key step in a sustainable, equitable future for all.

We’ve also been tackling the “how” of achieving bold net-zero targets, such as in Australia, Canada, the UK, and the US. For example, Adam Mactavish, Currie & Brown’s Director of Sustainability in London, advises governments on how they can change construction-related policy to deliver their sustainability targets, for example by altering building regulations to meet the Paris Agreement goals.

Our architectural design practices in London and Canada began offering, respectively, net-zero and circular design strategies and customized Carbon Impact Statements as standard practice. Just two years ago, at the Global Climate Action Summit, Integral Group was a founding signatory of the World Green Building Council’s Net-Zero Carbon Buildings Commitment, which challenges businesses, cities, and regions to reach net-zero carbon in operation for all assets under their direct control by 2050. In 2020, nearly a decade ahead of schedule, every Integral Group office achieved net-zero carbon emissions per the requirements of the World Green Building Council’s Net-Zero Carbon Buildings Commitment.

MAKING AN IMPACT
“Delivering low-carbon and sustainable buildings has never been more critical.”
Adam Mactavish, Director of Sustainability, Currie & Brown, London, UK

MAKING AN IMPACT
“In an ever-evolving world, adaptability is a must to ensure resilience.”
Megan E. White, Chief Sustainability Officer, Integral Group, Oakland, USA

By 2030, wind power could cover 35% of global power needs.
Source: Future of Wind, 2019, International Renewable Energy Agency (IRENA)
This year, we fostered connections that matter.

Our teams built on vibrant partnerships, innovative initiatives, and trusted relationships to advance the exceptional planning, design, and engineering critical to a sustainable world.

Knowing that a diversity of voices can make all the difference, we emphasized equity and sustainability on the communities we serve.
A year of global public health, social, and environmental challenges reinforced how vital resilience is. In 2020, we looked for opportunities to help people thrive, wherever they live, work, study, and play.

For example, we supported the Hong Kong Housing Society in attaining both their financial and social impact goals during the development of their first block of 64 modular flats tailored specifically to the needs of the elderly. Our advisory and cost management services led to the procurement of a contractor who could rise to the challenge of hybrid modular integrated construction—improving quality control, safety, and construction time, and lessening disturbance to existing residents. The newly created rental homes will allow elderly residents to "age in place" with amenities designed to promote independent living.

In the US, our experts helped Washington University in St. Louis, Missouri attain the ambitious carbon-reduction goal of its largest capital project in history: the eighteen-acre East End expansion of the university’s Danforth Campus. Successfully inaugurating five new sustainable buildings into this historic campus required knowledge of LEED v3 Fundamental and Enhanced Commissioning and experience coordinating with multiple project managers and contractors. The award of five LEED Platinum certifications established Washington University's dedication to green building leadership in North America—and demonstrated its dedication to improving the quality of life of its students and wider community.

We also refined our commitment to social equity in how we deliver projects. In just one example, we committed to improving workforce development and supply chain diversity through the City of Toronto's social procurement plan. As little as 2% of Toronto's procurement could lead to a $50 million investment in underserved neighborhoods and people experiencing economic disadvantage. Our active participation opens doors to the city’s diverse workforce and strengthens the local economy by sourcing goods and services from businesses that historically had been shut out of procurement opportunities.

To answer the question “are we designing inclusive places?” we developed a community planning and design tool to evaluate social equity. A New Formula for Neighborhood Livelihood augments standard urban design metrics with community indicators such as racial diversity, rent burden, and proportion of low-wage workers. Our tool facilitates essential conversations with clients and community stakeholders around the direct impact that urban design policy has on long-term social equity outcomes.
Making Every Voice Count

Built on inclusive growth, economic opportunity and respect for Corktown’s unique history, the Neighborhood Framework Plan will foster a healthy and beautiful community. The Framework Plan engaged residents and their experiences to establish proactive strategies to embrace a thriving, resilient future—from protecting existing urban farms to consolidating vacant lots for development to ensuring affordable housing and pedestrian-friendly streets. Together, this approach will promote the resilient growth of Detroit’s oldest established neighborhood, while preserving the community’s unique character, cultural heritage, and integrity.

The Framework Plan addresses short- and long-term strategies needed to respond to concerns of rising rents, gentrification, and displacement, while creating much-needed new affordable housing and jobs. We supported the City of Detroit in creating this plan that led to a $30 million grant from the U.S. Department of Housing and Urban Development to support over 800 affordable housing units, a new community center and park, and several miles of pedestrian and street infrastructure improvements for Detroit’s oldest established neighborhood.
Better Mobility
Means Greater Opportunity

Transportation is about more than moving people and goods

How can rail connections weave a more resilient social fabric? Where can a bridge unlock a neighborhood’s potential? When can transit options advance an equitable and just future? From engineering a complex transportation mega-project to conducting a focused planning study, we answered those questions with a larger purpose in mind: to connect people to opportunity.

Critically, our work in high-speed transport, from rail to Hyperloop (see page 31–36 and page 46), is advancing transportation networks around the world. In the US, acting as consultants to the California High-Speed Rail Authority, we performed preliminary engineering, environmental clearance, and public outreach services for the LocallyGenerated Alternatives for two parts of the high-speed rail alignment from Fresno to Bakersfield. The planning accounted for a number of environmental mitigations—as the alignment crosses major earthquake fault zones and natural habitats—as well as social concerns, such as preservation of archaeological sites and farmland. The project will serve historically disadvantaged communities in the Central Valley, which currently have limited rail and aviation connections.

Eight times more energy-efficient than airplane travel and four times more efficient than automobile travel, the high-speed rail line will fast-track thousands of jobs in the region, with training centers that will foster employment opportunities.

Our expert teams also performed programming, conceptual design, and planning for the Texas high-speed rail stations in Dallas, Houston, and the Brazos Valley. These stations are vital opportunities both to advance economies and prepare for future growth. Indeed, we consider stations—in high-speed systems and otherwise—as more than just “people movers”; they are “civic hubs.” Team leader Mania Bedikian, Senior Project Architect and Senior Associate explains, “They must be designed to efficiently move people. At the same time we must realize goals related to culture, identity, equity, and sustainability that these facilities embody.”
In the US, we connected communities through cycling and pedestrian infrastructure. Residents and visitors in Encinitas, California, can now safely access the beach along a busy rail and highway corridor through the Santa Fe Drive Pedestrian Underpass. Framed by colorful mosaics reflecting the lively culture of the city, we engineered an integral part of the city’s comprehensive plan to restore and rejuvenate the community.

As the primary architect and engineer of the nine-hundred-foot RiverEdge Park Pedestrian Bridge in Aurora, Illinois, we helped create a vital gateway between residential neighborhoods and the downtown’s many amenities. The graceful curves of the single-masted cable suspension bridge provide pedestrian and cycling access while celebrating the Fox River. Modern design and innovative engineering and construction provided the community with the eye-catching structure they requested, while respecting the project’s budget.

Also in Illinois, we are supporting the City of Chicago’s Vision Zero Program with the planning, analysis, and community engagement needed to meet the city’s commitment to eliminate fatalities and serious injuries from traffic crashes. This includes making streets safer for those who choose to walk or bike.

Our clients’ bold vision for transportation infrastructure drove meaningful collaboration and allowed projects to progress despite a challenging year. As our GPO Group’s Chicago-based Community Outreach Liaison, Shameka Turner, says, “The word of the year was ‘partnership.’”

We worked to increase transit access in metro rail systems in North America and Southeast Asia—half a world apart but sharing universal challenges. In Malaysia, we consulted on the development of a network of stations and lines for Kuala Lumpur’s Klang Valley Mass Rapid Transit, which uses underground tunnels and long-span crossings to navigate the ever-changing landscape of a rapidly growing city. In Illinois, our team served as the Chicago Transportation Authority’s prime consultant to deliver the Final Environmental Impact Statement, Record of Decision, and Preliminary Engineering for the Red Line Extension, where rail improvements are investments in underserved communities. In both Chicago and Kuala Lumpur, affordable, accessible, and efficient transportation can be the connection to life-changing opportunities and experiences for residents and visitors.

Shameka Turner, Community Outreach Liaison, GPO Group, Chicago, USA

Kate Sargent, Senior Associate and National Practice Leader, GPO Group, Oakland, USA

"We’re at an important transition, where we can plan, design, build, and sustain equity in transportation networks.”
Dar Group companies are leading the design of a Hyperloop system that will forever redefine the transportation sector in the Middle East region and beyond.
A Partnership that Moves a City

Getting around the traffic-congested city of Sorocaba, just 60 miles from São Paulo, was difficult for those who needed to work, shop, access medical care, and connect with family and friends.

To solve this challenge, we played a critical role in implementing a Bus Rapid Transit system that combines light rail’s speed with the budget-friendly flexibility of buses. As a part of the consortium carrying out the design, implementation, and operation of the system, we certified and supervised the preliminary design, detailed design and infrastructure works required to get the system running.

As a public-private partnership with the City of Sorocaba, the project places dedicated bus lanes and stations along the city’s main arteries, streamlines fare collections, provides solar panels, and opens parks and sidewalks for walking and biking—while reducing future impact to the city’s budget. Inaugurated in 2020, the ambitious network promises to transform the city’s urban landscape by promoting accessible, sustainable transit options and enhancing everyday life for Sorocaba’s residents.

The BRT system will move up to 180,000 passengers per day, and reduce travel time by 20%.

Source: The City of Sorocaba

"We were able to act like a global knowledge network, so that our clients could benefit from our shared expertise."

Amro Dirieh, Senior Mechanical Engineer, Dar, Amman, Jordan

"This year, the resourcefulness and experience of our teams resulted in innovative digital solutions for client collaboration, project delivery, and remote construction supervision."

Sonia Haddad, Principal and Head of Information Technology, Dar, Beirut, Lebanon

"Technology-enhanced collaboration unified us as a company and drove us to higher levels of execution and innovation for our clients."

Daniel Blasco, Civil Engineer, GPO Group, Barcelona, Spain
In the Shenandoah Valley in the US, we designed the University of Virginia’s University Hospital Expansion, doubling its urgent-care capacity with new operating rooms and universal rooms for intensive-care-level treatment. The hospital’s bed tower was in its final stages of construction when we were tasked with accelerating the expansion to prepare for a potential surge of COVID-19 patients. In less than a month, we adapted the patient rooms to reduce the risk of airborne transmission of the virus to other patients and clinical staff. “When a crisis like COVID-19 hits, there isn’t a rule book to tell you what to do,” said Brian Sykes, Associate Principal and Health Practice Leader, based in Washington D.C. “We all knew we had to think—and act—fast.”

As we saw in 2020, strong communities bring people together in good times and provide a safety net during crises. And as we strengthen how we connect with one another through the design of the built environment, we discover new opportunities to help people adapt and thrive.

From hospitals, to schools, to community centers, our social infrastructure projects were designed to improve lives, to inspire, and to uplift.

The global public health crisis of 2020 highlighted the critical role of health infrastructure and gave new meaning and purpose to our work. In Angola, our experts served as consultants for the renovation and expansion of the Sanatorium Hospital of Luanda, the only hospital in the country that specializes in the treatment of pulmonary diseases, such as tuberculosis. Additional beds and upgraded facilities permitted first responders to give each patient a higher level of care, allowing this important hospital to be the social anchor that the city needs.

“Each project we worked on afforded us an opportunity to advocate for change.”

Alysia Baldwin, Senior Architect, Perkins&Will, Vancouver, Canada

“Making an impact

By seeking to identify together what truly matters—through asking questions, gathering data, and engaging stakeholders—we were able to navigate the unknown.”

Mariana Girado, Planning and Strategies Specialist, Perkins&Will, New York, USA

“As we saw in 2020, strong communities bring people together in good times and provide a safety net during crises. And as we strengthen how we connect with one another through the design of the built environment, we discover new opportunities to help people adapt and thrive.”

Mariana Girado, Planning and Strategies Specialist, Perkins&Will, New York, USA

“Each project we worked on afforded us an opportunity to advocate for change.”

Alysia Baldwin, Senior Architect, Perkins&Will, Vancouver, Canada
Furthermore, we helped school communities realize their aspirations. We led the feasibility study, programming, and design of the Billerica Memorial High School, the new home for more than 1,600 students in Massachusetts. We integrated the school’s civic and educational goals into its dynamic programming, with a nod to the town’s heritage. Flexible classrooms open up to informal collaboration areas, and civic spaces—like the gymnasium and auditorium—double as venues for the entire town to safely gather, which gave the close-knit community solace and comfort during the pandemic, whether for movie nights or town hall meetings. As the principal of the high school said of their investment in the education of their children, “It speaks volumes as to where the community is now and where they want to be five, ten, twenty years from now.”

Meanwhile, in Canada, health was a focus for our architectural and interior design of Ryerson University’s Daphne Cockwell Health Sciences Complex, a living and learning community in the heart of Toronto. Within this innovative vertical campus, communal areas encourage students and teachers to engage and collaborate—essential real-world experience as global communities come together to address public health issues. A rooftop urban farm draws student residents into the fresh air and grows food for a restaurant and nutrition labs.

Left page: Ryerson University Daphne Cockwell Health Sciences Complex Toronto, Ontario, Canada
Right page: Billerica Memorial High School Billerica, Massachusetts, USA
Image credit: Chuck Choi

MAKING AN IMPACT

“If we train ourselves to make smarter decisions at the micro level, we better prepare ourselves to solve the big issues.”

Louise Hamot, Global Lead of Life Cycle Research, Integral Group, Lyon, France

"The Power of Connection"
Our design of the STEM Building of the Ransom Everglades School centered on the students’ multidisciplinary future. To create spaces that promote social responsibility, leadership, inclusion, and respect, we used the same concepts practiced in cutting-edge corporate centers, research facilities, and higher education campuses as a touchstone.

Tech-rich, adaptable classrooms and labs foster creativity and focus sustained work. One of the driving concepts was tech-supported fluid interaction with information; another was informal spaces that spark interaction, engagement, and collaboration. The result is a living STEM education laboratory that can adapt to change.

“Buildings cannot be static. They have to be able to pivot, evolve, and accommodate health and wellness strategies, security issues, and the evolution of education.”

Pat Bosch, Principal and Design Director, Perkins&Will, Miami, USA
The city of Surrey, British Columbia, also wanted a central gathering place that lived up to its inclusive aspirations: a center for all ages, cultures, and fitness levels that integrated their love of recreation, reading, the arts, and surrounding parks—all in a high-performance low-carbon facility. To help serve these goals, we provided the engineering services for the Clayton Community Center, North America’s first Passive House community center, and Canada’s largest Passive House facility to date. In lowering energy demand, the passive features of this 76,000-square-foot building support Canada’s national strategy in making all government-owned buildings net-zero by 2050.

"Whether at a civic, national, or global scale, central to sustainability is the idea of building community."

James Irvine, Country Director, Currie & Brown, Riyadh, Kingdom of Saudi Arabia
Building a Sustainable & Equitable Future

10 Projects from 2020 that Advance What’s Possible

Sustainable Design

University of Toronto, Koffler Research Center
King City, Ontario, Canada

Researchers can now live and work within the pristine forest they are studying. We modeled solar PV potential, natural ventilation, passive heating/cooling, thermal comfort, natural ventilation, and building energy to optimize systems toward LEED Gold, zero-carbon, and zero-energy targets.

Image credit: © Montgomery Sisam Architects

SoLo
Soo Valley, British Columbia, Canada

A mass timber prototype in the Coast Mountains pioneers a zero-emissions approach to building off the grid. This Passive House-certified cabin generates its own electricity through renewable energy sources. Triple-pane windows, optimized passive ventilation, solar gains, and daylighting ensure comfort despite frigid winter temperatures or sweltering summers.

Image credit: Andrew Latreille

Science & Medicine

Antarctic Infrastructure Modernization for Science (AIMS)
McMurdo Station, Antarctica

Responsive to the demands of the Antarctic’s extreme temperatures and remote locations, our cost advice supported a critical transformation of the 1950s-era McMurdo Station into a more sustainable facility. Vital to the future of science, including international climate monitoring, the station will continue to be a platform for innovative research.

Image credit: Wirestock, Inc. / Alamy Stock Photo

Vaccine Manufacturing Innovation Center
Oxfordshire, UK

The UK’s first dedicated vaccine center needed to be fast-tracked to support the national response to the COVID-19 crisis. Our management of the project and its costs helped to expedite the schedule of this agile-response center. It promises to transform the development and distribution of future vaccines through intelligent processes, world-leading engineering, and collaborations with industry, research, and academia.

Image credit: VMIC (AIMS)
Transportation

Queens Ribbon Bike & Pedestrian Bridge
New York, New York, USA
This concept design developed with the NYU Tandon School of Engineering could be the first completely vehicle-free bridge to Manhattan. With demands for pedestrian and cycling options increasing, this bridge would provide safe, equitable access for people to commute and stroll—and a striking new urban landmark.

Hyperloop
Abu Dhabi, UAE
In collaboration with HyperloopTT, the first in its industry to join the UN Global Compact, we developed the first full-scale designs for a sustainable commercial Hyperloop system. A single route of this ultra-fast system could reduce carbon emissions by as much as 143 million tons.

Work

A Next-Gen Workplace
New York, New York, USA
Our workplace design creates agile learning labs for new ways to collaborate, visualize, and produce responsive design solutions that make a difference. In its new location, which opened in 2020, the New York studio of Perkins+Will supports hybrid work modes and remote work. Bird’s-eye-view cameras allow for real-time collaboration in meetings, drawing sessions, and cross-office broadcasting. Its blend of adaptable spaces encourages cohesion and collaboration.

The space includes environmental and occupancy sensors that measure light, noise, temperature, and humidity to provide an optimal experience for staff. Occupancy data allows designers to learn how the space is being used in real-time and respond to needs over time.

“Smart” Design & Construction
Beirut, Lebanon
To reimagine large-scale civil engineering structures, we are developing a generative design and additive manufacturing (3D printing) process in collaboration with Autodesk. This innovation uses recycled materials and integrated monitoring sensors. The goal: An AI-driven design platform with an intelligent self-learning manufacturing system that lays the foundation for the transition from blue-print construction processes to an AI-driven construction process.

Sustainable Development

The Kingdom of Saudi Arabia Pavilion, Expo 2020 Dubai
Dubai, UAE
Inspired by the Pavilion’s theme, “the sky is the limit,” we conducted the engineering design—which targets LEED v4 Platinum certification—and assisted during the construction phase to help realize a dramatic symbol of the nation’s heritage and sustainable development goals. This pavilion, the second largest after that of the host country, features 650 solar panels and employs water and energy management strategies optimized for hot and humid climates.

Fourth Kuwait National Masterplan
Kuwait
In support of Kuwait’s long-range, comprehensive vision, our global team of experts was responsible for a masterplan; spatial strategy; and sustainability, policy, and planning atlas documents. Building on nationally shared visions and goals, the plan projects a future development scenario through 2040 supported across a wide range of sectors, including economic, sustainability, transport, utilities, engineering, and legal.

“Across seven continents, we helped communities rethink, reshape, and rebuild—and together we will ensure a shared resilient future.”
Talal Shair
Chairman & CEO, Dar Group

“Building a Sustainable and Equitable Future Today”

Talal Shair
Chairman & CEO, Dar Group
Leadership & Governance

BOARD OF DIRECTORS

Talal Shair
Chairman and Chief Executive Officer – Dar Group

Bashar Rihani
Director of Transportation – Dar

Bassam Shakhshir
Regional Director of Operations – Dar

Danny Aoun
Regional Director of Operations – Dar

Neil Bruce *
Non-Executive Director

Phil Harrison
Chief Executive Officer – Perkins&Will

Sari Gedeon *
Director of Project Management & Contracts – Dar

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

Sari Gedeon *
Director of Project Management & Contracts – Dar

Phil Harrison
Chief Executive Officer – Perkins&Will

EXECUTIVE COMMITTEE

Talal Shair
Chairman and Chief Executive Officer – Dar Group

Bashar Rihani
Director of Transportation – Dar

Bassam Shakhshir
Regional Director of Operations – Dar

Catherine Tobiasinsky *
Group Chief Growth Officer – Dar Group

Danny Aoun
Regional Director of Operations – Dar

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

Michael Helou
Chief Strategy Officer – Dar Group

Peter O’Sullivan
Chief Executive Officer – Pen,rp

Phil English
Chief Financial Officer – Dar Group

Phil Harrison
Chief Executive Officer – Perkins&Will

AUDIT COMMITTEE

Ibrahim “Abe” Saad
Independent Committee Chairman

Beshara Wakim
Director of Operations, Kuwait – Dar

Camille Sifri
Independent Committee Member

Euan McEwan
Chief Executive Officer – Currie & Brown

Khalil Darawish
Independent Committee Member

* Began serving in this role in 2020
† Retired from this role in 2020
Financial Headlines

**GROSS REVENUE – USD**

$2.25b

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Year</th>
<th>Revenue</th>
</tr>
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<tbody>
<tr>
<td>2020</td>
<td>$2.25b</td>
<td>2019</td>
<td>$2.46b</td>
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<tr>
<td>2018</td>
<td>$2.44b</td>
<td>2017</td>
<td>$2.47b</td>
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<tr>
<td>2016</td>
<td>$2.54b</td>
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</table>

**REPORTED REVENUE, BY REGION – USD**

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<thead>
<tr>
<th>Region</th>
<th>USD</th>
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</thead>
<tbody>
<tr>
<td>USA</td>
<td>$882m</td>
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<tr>
<td>Middle East</td>
<td>$620m</td>
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<tr>
<td>Asia</td>
<td>$324m</td>
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<tr>
<td>Europe</td>
<td>$170m</td>
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<tr>
<td>Sub-Saharan Africa</td>
<td>$98m</td>
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<tr>
<td>Canada</td>
<td>$93m</td>
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<td>North Africa</td>
<td>$36m</td>
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<tr>
<td>Latin America</td>
<td>$23m</td>
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<tr>
<td>Caribbean</td>
<td>$4m</td>
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**REPORTED REVENUE, BY MARKET – USD**

<table>
<thead>
<tr>
<th>Market</th>
<th>USD</th>
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</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>$1,120m</td>
</tr>
<tr>
<td>Transportation</td>
<td>$850m</td>
</tr>
<tr>
<td>Industrial / Petroleum</td>
<td>$98m</td>
</tr>
<tr>
<td>Sewer / Waste</td>
<td>$56m</td>
</tr>
<tr>
<td>Water</td>
<td>$50m</td>
</tr>
<tr>
<td>Power</td>
<td>$47m</td>
</tr>
<tr>
<td>Telecom</td>
<td>$22m</td>
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<tr>
<td>Manufacturing</td>
<td>$7m</td>
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</table>

**NUMBER OF STAFF, BY COMPANY**

<table>
<thead>
<tr>
<th>Company</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dar</td>
<td>18,602</td>
</tr>
<tr>
<td>T.Y. Lin International</td>
<td>6,000</td>
</tr>
<tr>
<td>Perkins&amp;Will</td>
<td>3,088</td>
</tr>
<tr>
<td>Currie &amp; Brown</td>
<td>3,001</td>
</tr>
<tr>
<td>Perspect</td>
<td>2,210</td>
</tr>
<tr>
<td>Integral Group</td>
<td>993</td>
</tr>
<tr>
<td>Ross &amp; Baruzzini</td>
<td>552</td>
</tr>
<tr>
<td>Landrum &amp; Brown</td>
<td>590</td>
</tr>
<tr>
<td>Other specialty firms</td>
<td>142</td>
</tr>
</tbody>
</table>
Our Companies

**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 47 offices in 30 countries throughout the Middle East, Africa, Asia, and Europe. 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&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&Will joined Dar Group in 1986. In 2020, the firm employed over 2,200 professionals across more than 28 cities, serving clients on nearly every continent.

**Currie & Brown**
Project Management

Currie & Brown is one of the world’s top construction consultancies. With principal offices in London, Dubai, Mumbai, New York, Shanghai, and Hong Kong, the firm’s portfolio spans Europe, the Americas, India, the Middle East, and Asia-Pacific.

Currie & Brown provides a range of specialist skills, including cost management, project management, building surveying, and advising on public-private partnerships (PPPs), in both the private and public sectors. The company operates in fields as diverse as property, transport, logistics, high-tech, education, government, healthcare, pharmaceutics, residential, 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 almost 900 engineers across its operations worldwide, operating offices in Houston, Mexico, Bristol, Abu Dhabi, Bangkok, and Singapore.

**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 58 offices, employs over 3,000 professionals, including GPO Group, a global engineering and architecture firm focused on mobility and transportation projects. T.Y. Lin International leads projects throughout the Americas, Asia Pacific, and Europe in sectors as diverse as bridges, roads and highways, aviation, rail and transit, buildings, and water.

**Integral Group**
Building engineering

Integral Group is a global network of sustainable design professionals focused on “deep green” 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 650 professionals across the USA, Canada, the UK, New Zealand and Australia.

**Ross & Baruzzini**
Technology and security system engineering

Ross & Baruzzini delivers integrated technology, consulting, and engineering solutions for safe, sustainable, and resilient facilities. Working across various industries, it brings specialized expertise in Medical Equipment Planning, Network & Communications; Physical Security; Digital Transformation; Cybersecurity; and Mechanical, Electrical, Plumbing, and Fire Protection Engineering.

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, chemical, and resources sector.
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USA
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Olson
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Nantong, China
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China
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Beatriz Luna
Viceroy, Mexico
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Dr. Steven Ellisn
Canada
Perkins+Will
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Mohamed Abdussah
Arman, Jordan
Car
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Ahmed Hafza
Azerbaijan
GPO Group
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Lian Fartti
New York, USA
GPO Group
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Richard Paiser
Cape Town, South Africa
Integral Group
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Carolina Jarreta
Buenos Aires, Spain
GPO Group
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Adam Mastavich
London, UK
Curran & Brown
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Megan E. White
Canada
Dar
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Connie Brazan
Atlanta, USA
Perkins+Will
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Gabrielle Bullock
Shenzhen, China
Perkins+Will
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Maria Bedick
New York, USA
Perkins+Will
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Sharmanka Turner
Dar
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Kate Sargent
Canandaigua, USA
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Amara Dirien
Horn of Africa
Dar
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Soma Haddad
Bahrain
Dar
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Doriel Blasco
Barcelona, Spain
Dar
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Mariana Girado
Miami, USA
Perkins+Will
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Brian Sykes
Washington, DC, USA
Perkins+Will
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Alycia Baldwin
Houston, Texas
Dar
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Louisa Harout
London, UK
Dar
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James Irvine
Kuala Lumpur, Malaysia
Curran & Brown
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FOR MORE INFORMATION
dargroup.com

General inquiries can be emailed to inquiries@dargroup.com

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Some imagery in this report pre-dates the COVID-19 pandemic; or is related to pre-pandemic times. Project photography after March 2020 was taken in accordance with local COVID-19 guidelines at the time of such images.

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