

Rawabi

The
Masterplan

Grow for a
Greener
Palestine





rawabi

MORE THAN \$500,000,000
INVESTMENT

MORE THAN 5,000
HOUSING UNITS

ABOUT 40,000
RESIDENTS

6,300,000 M²
CITY LIMITS

The first Palestinian planned city - Rawabi - will be a state-of-the-art new metropolitan center located between Jerusalem and Nablus, 9 kilometers north of Ramallah. A residential, commercial, economic and cultural development, Rawabi will offer more than 5,000 affordable housing units, initially housing 25,000 and ultimately becoming home to 40,000 Palestinians. Well within the financial reach of young Palestinian families and Palestine's growing class of single working professionals, Rawabi will be a true quality-of-life housing option.

To ensure a vibrant city, Rawabi's City Center will feature commercial and retail space, a shopping mall, primary and secondary health care facilities, hotels, a library, a cinema, and public parks. Additionally, Rawabi will include a range of civic facilities, including schools, municipal government offices, a police station, and a fire station.

The socio-economic impact of Rawabi will be significant and far-reaching. Situated

in Area A under the full jurisdiction of the Palestinian Authority (PA), this project bears immediate political and economic implications for the wider West Bank.

Rawabi will be predominately comprised of affordable housing, helping to ease the chronic shortage of homes in Palestine and meeting increased demand. In April 2008, Bayti and the Palestinian Authority entered into a public-private partnership in which the PA committed to support Rawabi in accordance with the terms of the Affordable Housing program outlined in the Palestinian Reform and Development Plan (PRDP).

From an economic perspective, Rawabi will moderate unemployment by generating 8,000-10,000 jobs during construction and between 3,000 and 5,000 permanent employment opportunities after its completion. The development of Rawabi will benefit not only its inhabitants, but also the 50,000 people residing in neighboring towns and villages.



Live

Rawabi is a new city for Palestinian families. It will provide opportunities for affordable home ownership, employment, education, and leisure in a well thought-out, attractive environment. The new city of Rawabi is a true quality-of-life housing option well within the financial reach of most young Palestinian families. In addition, a modern public transportation network within the city limits, together with a new external access road, will connect Rawabians to neighboring towns as well as to the major cities of the West Bank.

Work

Rawabi's business district (the City Center) will be an ICT-enabled, investor-friendly commercial hub unprecedented in Palestine. Commercial activity will emanate from a core of high-tech and research-related businesses in a variety of sectors, taking advantage of Palestine's principal asset - its educated but underemployed workforce. These local and international enterprises will provide rewarding job opportunities for Palestinians. The Rawabi business environment is designed to cultivate and capitalize on the entrepreneurial spirit of the Palestinian private sector and serve as a model for future business development.

Grow

The hills that cradle the Ramallah region offer a historic landscape influenced by natural processes and human interaction. The fertile valleys that channel through the steep, terraced hillsides make for a challenging but spectacular setting for the Rawabi community. The residents of Rawabi will find it to be an ideal environment in which families can take root and can participate in a flourishing community life through neighborhood associations, modern health care services, contemporary educational opportunities and a friendly atmosphere. Environmental preservation and sustainability – integral to all healthy communities - is a top priority for Bayti's development, design, and construction.

Rawabi Online (www.rawabi.ps)

The Rawabi web site (www.rawabi.ps) - available in Arabic and English - offers the ultimate Rawabi experience. Visitors can explore Rawabi in a virtual environment rich with dynamic content, modern design and all the latest news. Users can get an early glimpse of the Rawabi landscape and housing types through our interactive photo gallery, learn of recent events and workshops, and read current and archived news articles and corporate press releases.

Our website functions as a forum in which to connect with local and international individuals or organizations that are interested in our project and our progress. By presenting in-depth access to the Rawabi plans and efforts, we hope to enable our online visitors to be part of the action and to decide what, specifically, Rawabi can offer to them!

The Rawabi Movie

Don't miss one of our site's true highlights (in the Media Section) -- Rawabi comes alive in an all new 4 minute film complete with 3-D animation and a virtual flyover of the new city. The movie walks you through Rawabi's residential areas, modern city center, sophisticated transportation network, and a variety of public services.

Potential homebuyers will find an online application which will, once completed, allow our Marketing and Sales department to better understand your exact needs and contact you to help turn your dream of owning a home in Rawabi into a reality. Business owners and entrepreneurs wishing to relocate or expand their activities to Rawabi are encouraged to register on the Rawabi homepage as well.



RAWABI – SUCCESS THROUGH

In the International Spotlight



The Bayti team successfully participated in several key foreign conferences which resulted in wide exposure for the Rawabi project with international audiences. In May, Amir Dajani was invited by the prestigious Milken Institute Global Conference in Los Angeles to serve as a panel expert for a session entitled “Reviving Israeli-Palestinian Economic Cooperation” with three other noted experts in the field. In his remarks Mr. Dajani highlighted Rawabi’s potential to stimulate sustainable economic growth in the West Bank and long-term implications of that growth on the region as a whole. The Milken Conference was attended by more than 3,000 global delegates with diverse backgrounds in finance, investment and real estate development.

In June, Mr. Dajani will represent Bayti at the IASP Conference on Science and Technology Parks in Raleigh, NC. Mr. Dajani will present a paper entitled “Leveraging Knowledge Assets in the First Palestinian Planned City” in cooperation with Research Triangle Institute. The IASP conference will showcase the Rawabi vision as a fully integrated, viable, knowledge-based catalyst for the national Palestinian economy.

Bayti foresees high-level participation in several other international conferences in the coming months in order to take full advantage of the exposure and positive impact they provide for Rawabi in the form of input and interest of international investors, technical experts and a wide range of potential future partners.

Mortgage Financing Through OPIC

The Overseas Private Investment Corporation (OPIC) will initiate a \$500 million lending facility providing Palestinians with access to affordable mortgages for home ownership. The establishment of the Affordable Mortgage and Loan Company (AMAL) will strengthen the Palestinian mortgage industry, create new job and business opportunities, and offer affordable residential mortgages with tenors of up to 25 years for low and middle income households. The Rawabi project will be an integral part of the success of AMAL and in the quest to extend the privileges of homeownership to the average Palestinian. Rawabi is currently in the process of qualifying for AMAL mortgage funding.

ROUGH PARTNERSHIPS

Strategic Alliances - RTI

RTI International - Research Triangle Institute is one of the world's leading research institutes, dedicated to improving the human condition by turning knowledge into practice. RTI has more than 2,800 professionals providing research and technical services to governments and businesses in more than 40 countries. Areas of expertise include health and pharmaceuticals, education and training, surveys and statistics, advanced technology, international development, economic and social policy, energy and the environment.

In cooperation with Bayti, RTI developed an **Economic Growth Strategy (EGS)** for Rawabi. The study envisions Rawabi as the hub of a knowledge economy, taking advantage of Palestine's highly educated native workforce. The goal of the EGS is to establish Rawabi as an attractive destination for international corporations seeking to outsource operations. Rawabi will provide necessary infrastructure and technological support to jumpstart cross-border services and activities, as well as facilitate the training needed to strengthen and build capacity in target sectors.

AECOM (NYSE: ACM)

AECOM is an international provider of professional, technical, and management support, working in a wide range of markets. AECOM provides its services through a network of more than 43,000 employees around the world, serving clients in more than 100 countries. End markets include transportation, public facilities, the environment and energy.

A team of architects, planners and engineers based in London and New York successfully developed the Rawabi Masterplan; reflecting expertise in sustainable design as well as extensive experience in emerging markets and the Middle East. The AECOM approach to Rawabi combines "best practice" standards of architecture, planning and infrastructure engineering with respect for the traditional and cultural features of Palestine.

Palestinian Universities

In order to successfully design and develop Rawabi, various pre-assessments and evaluations of local needs and requirements were necessary. Subjects such as transportation, traffic and wastewater required extensive research and on-the-ground analysis, allowing design to be based on actual facts and meet local standards.

In order to ensure highest quality, Bayti engaged professionals and experts from local universities, Birzeit and An-Najah, for the respective assessments. In the process far-reaching partnerships with the local universities have developed, which have been a great asset to Bayti and have largely contributed to Rawabi's initial development process.

Masterplan

Rawabi - the first Palestinian planned city - has been designed in accordance with a Masterplan. Urban planners, architects and engineers from the renowned international firm AECOM, working with local experts from Birzeit and An Najah Universities and in consultation with the Palestinian Authority, prepared the Masterplan. AECOM Senior Architect Raphael "Raffie" Samach describes the critical document as "a continuous process that provides direction for the way the new city will grow and flourish. It integrates exemplary planning and design principles, sustainable environmental practices, appropriate architectural features, creative public areas and flexibility in all aspects".

The Masterplan embraces the following six principles:

1. Compact Urban Form

Efficient use of land is of paramount importance to the Masterplanners. A close relationship is encouraged among residential neighborhoods, the city center, schools, and public facilities to ensure a sustainable lifestyle.

2. Respect for Topography

Topography is a key determinant of development form. The Masterplan respects the existing topography not only to minimize environmental impact, but also as a means to make Rawabi a distinctive, one-of-a-kind city.

3. Mix of Affordable Building Types

Provision of affordable housing for Palestinians and the promotion of new business opportunities are two key objectives of the project, which in turn will support the growth of the Palestinian national economy.

4. Vibrant Mixed-Use City Center

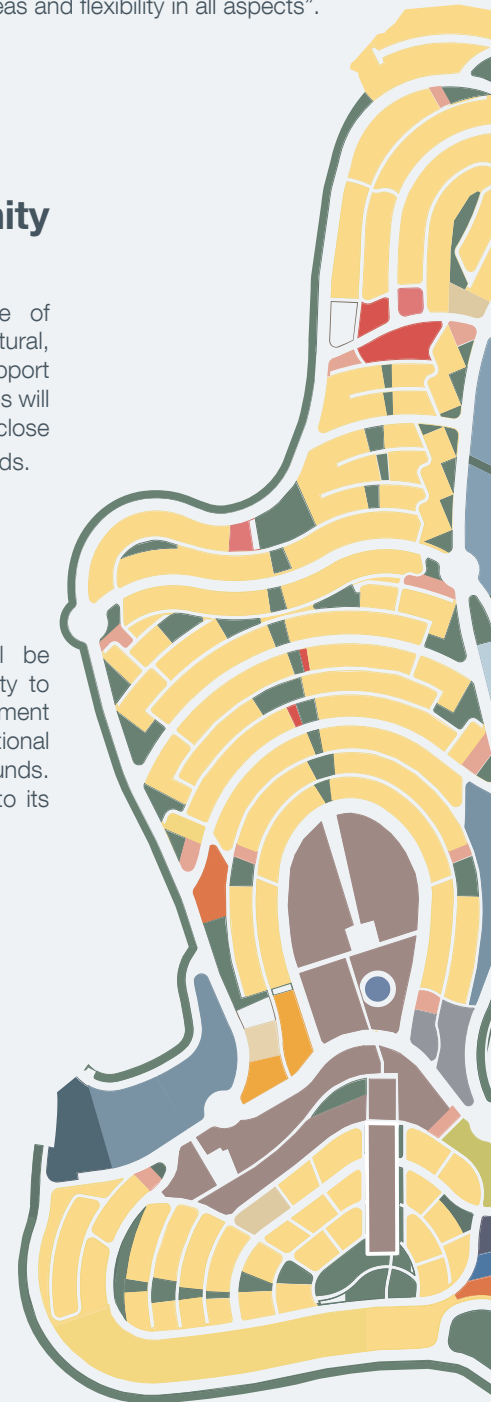
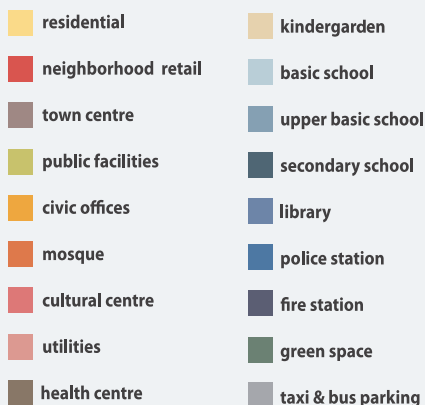
The development of a successful city center will benefit both residents of Rawabi and neighboring towns and villages, who will have access to a wide range of retail outlets and other commercial and professional services.

5. Distributed Community Facilities

Rawabi will provide a full range of educational, health, religious, cultural, civic, and other public facilities to support the life of the new city. These facilities will be easily accessible and located in close proximity to residential neighborhoods.

6. Defined Communal Open Spaces

A network of open spaces will be integrated into the fabric of the city to create an attractive living environment and to provide areas for recreational activities and children's playgrounds. Open space will also link the city to its wider natural landscape features.



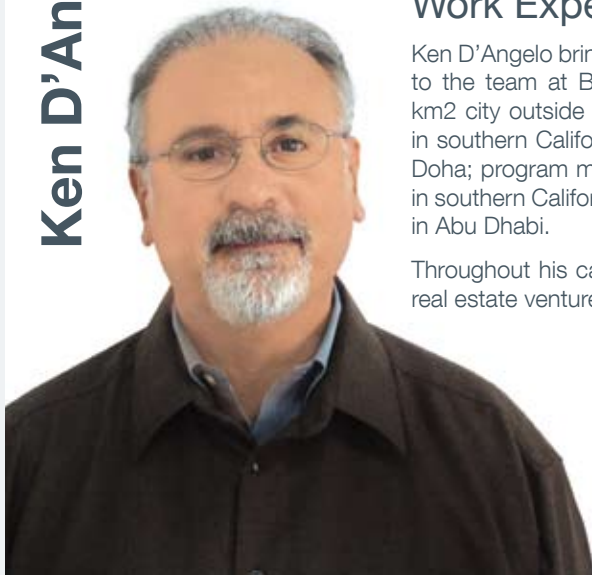
Bayti's Technical In-House Team



A highly motivated group of architects, urban planners, and civil engineers, work on multiple aspects of Rawabi, including the structural design, transportation, landscaping, water and wastewater, and much more.

Familiar with local needs, cultural considerations, and legal requirements, our technical in-house team has successfully supported AECOM in developing and refining the Masterplan document. It reflects sensitivity to cultural and traditional features of Palestinian towns and cities, as well as modern standards in building design. These elements are further combined with environmentally responsible development practices, which ensures the incorporation of existing natural features and the preservation of the environment.

Ken D'Angelo



Leading our Rawabi in-house team, we would like to introduce our team member Ken D'Angelo.

Work Experience

Ken D'Angelo brings 30 years of experience in all aspects of major real estate development to the team at Bayti. His professional portfolio includes the development of a new 60 km² city outside of Jakarta, Indonesia; project management of a 14 km² new township in southern California; program management of the Qatar Foundation's Education City in Doha; program management of the Pechanga Native American resort and casino project in southern California and service as the AECOM Director of Middle East Operations based in Abu Dhabi.

Throughout his career, Mr. D'Angelo played an active role as owner/partner in numerous real estate ventures in southern California including apartments, retail and office centers.

Education

Mr. D'Angelo completed his undergraduate studies in Architecture. He also holds a Master's degree in Land-use Planning, an M.S. in Economics, an International M.B.A. and has completed extensive course work for a masters in law in Advanced Commercial Property Law.

Creating Job Opportunities

Revitalization of the Construction Sector

When construction commences this year, Bayti will reinvigorate the once-successful Palestinian construction sector; generating 8,000-10,000 direct and indirect job opportunities for Palestinians, particularly among engineers, construction workers, and draftsmen.

Increased demand for construction materials and equipment will fuel local production; prompting further job creation and the demand for ancillary services. The introduction and application of new

operational methods, materials, and technologies will encourage new sub-industries and production mechanisms to emerge. Such developments will not only increase the cost-efficiency of the local market, but will also result in valuable knowledge transfer. Bayti is firmly committed to the reestablishment of the construction sector in Palestine as a means to catalyze broad economic growth in a wide range of industries. Bayti has allocated funds to support the local construction industry in the coming years.

Creating Job Opportunities

To encourage sustainable local economic development, the city of Rawabi will generate 3,000 - 5,000 permanent employment opportunities within the city limits. The Rawabi City Center will act as a vibrant, mixed-use hub that will serve the entire city, as well as neighboring towns and villages. The City Center will target specific sectors of Palestinian enterprise, including engineering, ICT, ICT-enabled, and R&D; those which offer true potential for economic growth in terms of job placement for the graduates of area universities and those which are attractive to international businesses and organizations that will ultimately base their operations in Rawabi.

Along with providing employment opportunities in the services sector, the City Center will provide the necessary target sector infrastructure. For graduates wishing to start up new business operations in Rawabi, the City Center will also provide support mechanisms offering a variety of applied-skill courses, training, and business development to encourage young and innovative entrepreneurship.



PHOTO: The Rawabi Site

About the Investors



Qatari Diar is fully owned by the Qatar Investment Authority. The company was created to support Qatar's rapidly expanding economy and to provide structure and quality control for the country's real estate development priorities. Capitalized at US\$1 billion, Qatari Diar has the investment resources

to be truly innovative and forward thinking. The company is founded on the world's best practice project development and management disciplines, enabling it to impact on the built environment to enrich and enhance the quality of life of the communities it serves.

Rawabi is Qatari Diar's first major investment in Palestine. The company's goal is to alleviate the acute housing shortage in the West Bank, to create desperately needed jobs, and to provide ample entrepreneurial opportunities for hundreds of new Palestinian businesses. (www.qataridiar.com)



Massar International is a holding company headquartered in Ramallah that oversees and manages a network of 15 subsidiaries. Its core business activities are real estate development, financial and investment services, and

corporate business development. The company was founded to promote sustainable economic development through private sector capacity building initiatives in Palestine. Services include comprehensive technical consulting and management support services for private and public institutions, non-governmental organizations, donor foundations, and local and international companies and businesses. (www.massar.com)

Qatari Diar Reiterates Commitment to Palestine

In speaking to reporters in Doha, the CEO of Qatari Diar Mr. Ghanim Bin Saad Al-Saad reaffirmed Qatar's commitment to investment in Palestine despite global financial turbulence and recent events in Gaza.



“ The city of Rawabi, which will be comprised of more than 5,000 residential units is not affected at all. It is going on as planned. ”

Furthermore, he hopes to play a role in reconstruction efforts in the Gaza Strip in the near future.



GROW FOR A GREENER PALESTINE

Nominate Your School

*if your school would like
to participate in the tree-
planting activities in Rawabi,
please contact us at
+970 2 2415 444
or at grow@rawabi.ps*



About the Project

The Palestine of our parents' generation was lush with fruit orchards and flowering trees - olive, oak, citrus, nut and evergreen varieties ornamented the Palestinian landscape. Today, however, the natural beauty of the land is being lost to the impact of war, neglect, development and climate change.

To combat these forces and reclaim the beauty of our country, the young architects and engineers of Rawabi, the first Palestinian planned city, founded Grow for a Greener Palestine (GROW). Through GROW, Palestinian students will work side-by-side with Rawabi's environmental experts and landscape designers planting and incubating the trees that will eventually become an integral part of the Rawabi green landscape. Our goal is to inspire Palestinian

children to celebrate and protect the natural world around them throughout their lives.

Greening Strategies for the Future

The Rawabi Masterplan envisions the planting of more than 25,000 trees. With Rawabi as the pilot site, our team of technical volunteers will create community greening strategies which can be replicated in school systems and municipalities all over Palestine.

Donate Online

Donations can be made online at www.rawabi.ps to fund the purchase of trees which will be planted by Palestinian students under the supervision of the Rawabi arborists. Participants receive a personalized certificate to commemorate

their contribution to the project. One hundred percent of the proceeds from tree sales will be used to buy trees. Bayti, the developer of Rawabi, is donating student transportation, planting tools, fertilizer and irrigation systems as part of its corporate social responsibility programs.

**GROW a tree in
Palestine today**

www.rawabi.ps/grow

Visit our web site to find out more



“ I have willed that my heart be planted as a tree, and my forehead to become an abode for skylarks... ”

PRIDE AND FURY, MAHMOUD DARWISH

Bayti Real Estate Investment Company



Bayti Real Estate Investment Company, jointly owned by Qatari Diar and Massar International, is the owner and sole developer of Rawabi. Bayti's mission is to create affordable housing; available and accessible to Palestine's growing working class and young professionals. Bayti was founded to help jumpstart the Palestinian national economy by providing direct long-term stimulus to the real estate, construction and construction supply sectors. (www.rawabi.ps/bayti)



PHOTO: Staff taking time off together

Milestones

- 15 April 2009 "Grow for a Greener Palestine" Program is Initiated
- 05 March 2009 Palestinian Cabinet Approval of Land Appropriation Strategy
- 25 January 2009 Palestinian Ministry of Local Government Posts Masterplan for 60-Day Public Comment Period

- 02 November 2008 Submission of Masterplan to the Palestinian Ministry of Local Government
- 24 September 2008 Approval of City Limits by the Palestinian Higher Planning Council
- 15 September 2008 RTI International (Research Triangle Institute) Completes Economic Growth Strategy for Rawabi

- 6 June 2008 AECOM (NYSE: ACM) is Awarded Rawabi Masterplan Development Contract
- 21 May 2008 Qatari Diar Joins Forces with Massar International to Develop Rawabi
- 4 May 2008 Israeli Civil Administration Agrees to the Construction of the Rawabi Access Road in Area "C"

- 20 April 2008 Bayti and the Palestinian Authority Sign Public-Private Partnership Agreement

- 13 December 2007 Founding of Bayti Real Estate Investment Company



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