



Tel: +974 4410 0400
Fax: +974 4412 2943
P.O. Box 24141 Doha, Qatar
Web: www.aljarrah.com



*In The Name Of Allah,
The Most Gracious, The Most Merciful*





Great truth of God

[Al Baqarah 2:275]

We are indebted to:



His Highness
Sheikh Tamim Bin Hamad Bin Khalifa Al-Thani
Heir Apparent

His Highness
Sheikh Hamad Bin Khalifa Al-Thani
Emir of the State of Qatar

Contents

7.	Our New Headquarter.
8.	Acknowledgements.
10.	Our Company.
12.	Our Governing Policy.
14.	Our Social Contribution.
16.	Our Subsidiaries.
18.	Our Qatariisation Efforts.
20.	Our Quality Initiatives.
22.	Message from the Chairman.
24.	Message from the CEO.
25.	Shari'ah Panel Report.
26.	Management Certification of Financials.
27.	Independent Auditor's Report.
28.	The Financial Statements.

References:

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Board Of Directors



Sheikh Abdul Aziz bin Ibrahim bin Abdul Aziz Al Thunayan
Chairman



Sheikh Khalid bin Abdulaziz Al Saud
Member



Sheikh Dr. Khalid bin Turki bin Abdulaziz Al Saud
Member



Mr. Gassim bin Abdul A. Almutairi
Deputy Chairman



Mr. Saoud bin Abdul Aziz Al Saud
Member



Sheikh Mohammed bin Fahd bin Abdul Aziz Al Saud
Member



Sheikh Ahmad bin Abdullah bin Ibrahim bin Abdul Aziz Al Saud
Member



Our New Headquarter

ALJARAH OPENS NEW HEADQUARTERS ON D RING ROAD

Aljarah Holding is pleased to announce the opening of its new headquarter on D-Ring Road, opposite to Fly Emirates building. The new headquarter is a central hub that gathers all departments and sections to meet expanding business and diversification activities in accordance with the strategic plan approved by the Board of Directors. The building is expected to contribute to the highest degree of excellence and quality of Aljarah's services to our customers, meet the demands of the market and help in achieving planned growth.

HE Sheikh Fahd Bin Jassim Bin Jabr Al Thani - Chairman of the Board of Directors - on the occasion of the opening ceremony in presence of Aljarah's managers and employees, expressed his joy and happiness on this new acquisition stating that: *By the Grace of God Almighty the opening of this new headquarter of the company, will lead Aljarah into a new phase of development and expansion of business activities and services.*



He also said that: *The new headquarter befits the status of Aljarah with the momentum gained over the past years in its significant financial and administrative achievements. The opening of the new headquarter falls in line with the company's plans to achieve its goals on customer services in delivering the highest quality and excellence.*

In addition it will provide an appropriate work environment for its staff to help increase their productivity. He also emphasized Aljarah's full commitment to the principles and provisions of Islamic Shariah in all transactions.

HE Sheikh Fahd Bin Jassim Bin Jabr Al Thani - Chairman of the Board of Directors also stated that the new headquarter building of the company consists of a basement which has a capacity for 40 vehicles, with three floors of administrative offices and services distributed in efficient manner to enable customers gain access to the high-end services provided by the company.

He pointed out that the new headquarter has an area of 4000 square meters and will create the required work atmosphere for increased productivity.

At the end of the statement by His Excellency Sheikh Fahd Bin Jassim Bin Jabr Al Thani - Chairman of the Board of Directors expressed his gratitude of the company for the continued support and wise leadership of the State, where he said that the achievements of Aljarah have occurred, thanks to God Almighty and thanks to prudent economic policy pursued by the State of Qatar under the leadership of His Highness the Emir Sheikh Hamad Bin Khalifa Al Thani - and His Highness Sheikh Tamim Bin Hamad Bin Khalifa Al Thani - Heir Apparent - and His Excellency Sheikh Hamad Bin Jassim Bin Jabr Al Thani - the Prime Minister and the Foreign Minister in Qatar.



We Gratefully Acknowledge

► Our Bankers

Qatar National Bank - Al Islami
Qatar International Islamic Bank
Qatar Islamic Bank
Doha Islamic Bank
Masraf Al Rayan Bank

► Our External Auditors

Emsi & Young

► Our Sponsored Organizations

Social Development Center
Ministry of Interior - Traffic Department
Qatar Charity
Al Wakala Sports Club

► and

- Dr. Mahmud Ramadan, the Archeological and Islamic Architectural expert.
- our Customers, Suppliers, Contractors, Business Partners and Investing Public.

PHILOSOPHY OF CHOICE

CULTURE - HERITAGE AND CULTURE

Qatar is awash with numerous historical and traditional buildings and diverse archeological sites, those which, in fact, have been bare witnesses of plentiful historical episodes that assure this country's authority, historical depth, and cultural legacy.

In fact, such archeological riches have served as bystanders, better yet as historical safeguards for the intellect, enlightenment, and philosophy of the predecessors, who inherited us their gigantic civilization, subsequent to its completion throughout different eras.

The Islamic defensive architecture has diverged in Qatar peninsula since the occurrence of the Islamic religion into its territories during 8 AH/629AD, when Qatar became an Islamic state, noting that its natives have excellently and devotedly fought for the triumph of Allah's religion and His prophet Mohammad (peace be upon him). And then, Irons Qatar, sailed the first Islamic fleet admiral, not to overlook the fact that the Qatari Tribes have assisted the Islamic armies during their conquests upon Iraq and Persia.

Moreover, it is a must to indicate that with the end of the second century and the beginning of the third century AH/the end of the eighth century and the beginning of the ninth century AD, the foremost defensive Islamic architectural monuments have been assembled in the northwestern part of Qatar peninsula, specifically in Merweb, where the historical city of Merweb has been founded with the conclusion of the Umayyad and early Abbaid eras, akin to early Islamic cities like Basra 14 AH/635 AD and Al Fustat 21 AH/641AD even if it holds a remarkable resemblance to civilian and military installations and palaces during the Umayyad era in the Sham's desert. In addition to that, the Qatar coast embraced multiple defensive fortifications during the 19th century AH/the 16th century AD where the (Huvafah) fort was built (968-971 AH/1560-1563AD) on the northeast coast of the peninsula of Qatar and allowed the construction of frequent fortified cities, townships, castles, towers, and horse walls during the 11th-14th centuries AH/the 17th-20th centuries AD, of which are the following:

Doha Tower (1237 AH/ 1827 AD), Al-Khor Towers (1378 AH/1900AD), Barzan Towers (1328 AH/1910AD), Bu-Fsifa Tower (1328 AH/1910 AD), Sidiy Al-Cain Tower (1349 AH/1920AD), Sankis Tower, Al-Wajda Tower, and Qasr Mahammad Al-Mahsin Palace respectively during (1325 AH/1910AD), the fortified palace of Merweb in northwest Qatar (1105-125 AH/723-743 AD), Al-Zibara castle in northeast Qatar (1357 AH/1938AD), Al-Najha castle (1285 AH/1868 AD), Al-Wakrah Castle with the conclusion of the 19th century AD, Al-Wakur Castle during the 4th of the 20th century, Al-Yusufiya Castle during the 18th century AD, Miraf Castle on 1829AD and Al-Zibara fortified city (1188 AH/1744AD).

Building on this, it was complementary to contribute to the stabilization of our superb history, throughleaving only a little of its majesty into our annual report, acknowledging the debt of gratitude to our ancestors, those who have well preserved this fruitful heritage.

Qatar's Heritage and Culture

The Extinct Castle of Zikrit



The castle of Zikrit lies in the Zikrit Village near Dukhan located in west Qatar and is away from the beach with an approximate distance of 163 m and from the nearby Zikrit Village with 350 m respectively. Establishment Date: This castle was founded on 1809 AD.

It is basically made up of a rectangular area, with a 90 cm wall thickness, surrounded by another four walls obtaining a 60 cm height. There are four pillars at the corner of each wall and surrounding the pillars are four towers of which three are in the form of three-quarters of the circle and they are the northeastern tower, the northwestern tower and the southwestern tower that is in the form of a rectangle.

The short east yard is of a rectangular shape, where archeological excavations were conducted during 2004-2005 AD through which the four walls and their relative towers, the pincushion, and the principal castle entrance were revealed.

Our Company

Aljarah Holding

Aljarah Holding (Q.S.C) was established in 22nd March 2003 as a Qatari Shareholding Company in accordance with Law No. (5) for 2002 of the Commercial Companies Law and the decision of the Ministry of Economy and Commerce No (35) for 2003, issued on 21st April 2003. The Company's issued and fully paid up share capital as at 2011 was QR 329,868,000 comprising of fully paid 32,986,800 shares at QR 10 per share.

Our Vision

We will be the most admired company in the country and the most respected Islamic leasing Services brand in the region. We will establish ourselves as leaders in material transportation, property development and limousine services.

To realize this vision, we will in terms of:

- ▶ **Financial performance:**
be ranked amongst the top 10 listed companies for return on equity and annual growth in terms of turnover and profits.
- ▶ **Customer Perception:**
be the preferred choice of business partner, a customer-centric organization with a passion for service excellence.
- ▶ **Social Responsibility:**
be the employer of choice, a good corporate citizen with recognized integrity, contributing effectively to enhance our community and partner in nation building.
- ▶ **Competitive Advantage:**
be recognized as an organization that anticipates changes in customer and market preferences and develops a competitive edge on a sustained basis in the manner of doing its business.

Our Guiding Values and Principles

In conducting our business we will be guided by our values and definitive principles as:

- ▶ **Commitment to customers:**
We will develop relationships that are long-term which will make a positive difference to our customer's business, assets and growth.
- ▶ **Quality:**
Outstanding products and Service Excellence will ensure that our customers get the best business value from our service delivery.
- ▶ **Integrity:**
Honesty, reliability and fairness in our business dealings enable stakeholders have confidence in our representations. We steadfastly hold to our commitments, intentions, promises, trust and expectations adapting to our moral and ethical code of conduct.
- ▶ **Teamwork:**
Each of our customers has access to our experts with full grasp of customer's business requirements. We build and deliver our services around teams of experts focusing around a customer's needs, partnering with them to deliver a total solution.
- ▶ **Respect for People:**
We value our staff and employees providing them every encouragement for development and amply reward for their performance.
- ▶ **Good Citizenship:**
We take pride in contributing significantly to communities we live in and partner in nation building initiatives.
- ▶ **Enhancing Shareholder Value:**
Our businesses must be profitable and we must generate superior returns on the investments made by our shareholders. We shall steadfastly strive to enhance our stakeholder's values at all times.
- ▶ **Accountability:**
We are personally accountable for our statements of mission, vision and our guiding principles and values.
To the extent we act according to our values, we believe we will inspire loyalty to our customers, earn a sustainable leadership position in business, attract and retain top talent and engaged workforce, will enable to us to achieve our vision of becoming the region's most respected brand in the coming years.

The fortified town of Zubara



Founded during (1357 AH/1948 AD) and located at the northwestern side of Qatar. More specifically, the ancient fortress of Zubara is located at the northwestern side of the peninsula of Qatar, at the eastern side of the Zubara historical city (1158 AH/1774 AD). The referred to Zubara Castle is at a distance of 103 km away from the Qatar capital, Al-Doha and can be reached by taking the northern road followed by heading west to the historical Zubara City. In fact, the castle site now presents an indispensable part of a historical panorama with all its remaining architectural elements and archeological evidence integrated at the Zubara area, where the general location actually includes the referred to Zubara Castle, the historical ruins of the Zubara City (1188 AH/1774 AD), the Om Shweh archeological site. In addition to the presence of Ein Mohammad and the Almirih ancient regions, located at northern Qatar, and this formulates an overall diverse archeological zone.

The order to commence was given by the late Sheikh Abdullah Bin Jassim Bin Mohammad Al Thani (peace be upon his soul) on the year of 1357 AH/1948 AD. The core reason behind building this castle was to control the west coast of Qatar peninsula. Moreover, it is noteworthy that the local builders were the ones who founded the Zubara fortress, which embodies the defensive architectural elements present in most defensive fortresses in Qatar during the Islamic Era, as per the ideological location, fortified entrances, defensive towers equipped with Al-Mazraq and defensive ratchets.

The horizontal projection of the Zubara castle (1357 AH/1948 AD) makes it clear that it is founded upon a square-like area, centered by an open courtyard, surrounded by a number of rooms and a water well. Surrounding the four pillars are four defensive towers. On top of all that, it is believed that the castle has been repaired in 1987 AD, where the previously added part to the castle was demolished afterwards.



Our Governing Policy

Our Code of Business Conduct

The code of Business Conduct, approved by the Board of Directors, outlines expected behaviors for all employees. We shall conduct our business fairly, impartially, in an ethical and proper manner, and in full compliance with all applicable Qatar Laws and Regulations. In conducting our business, integrity must underlie all Aljarah Holding relationships, including those with customers, suppliers, communities and among employees. The highest standards of ethical business conduct are required of our employees in the performance of their Aljarah Holding responsibilities. Employees shall not engage in conduct of activity that may raise questions as to the Aljarah Holding's honesty.

Our Code of Ethics

1. Employees of Aljarah Holding are expected to know and comply with company policies and procedures.
2. Management and employees of the company shall instill a culture that only legal, proper and ethical behavior takes place. Employees are required to conduct the highest standards of ethical business in their performance of their duties.
3. Employees are encouraged to address questions or concerns with ethics with their superiors and management. Retaliation against any employee who reports unethical behavior or conduct by other employees shall not be tolerated and may result in termination of employment.
4. New employees recruited in the company shall receive an ethics orientation. Ethics and business conduct guidelines shall be available to all employees and the general public.
5. Senior management shall review investigations in a timely manner. Where necessary they shall communicate investigation results and corrective action to all employees and to the employee who reported concerns.
6. Managers and Supervisors shall create a work environment that encourages open communication and disclosure regarding ethics, business conduct and other concerns. They shall take timely corrective action for any violation of this policy.
7. Internal Audit shall provide appropriate auditing and evaluation of business systems and procedures. They shall report any non-compliance or occurrence of violation of business ethics in their audit reports to the Management. Where necessary, Senior Management may request Internal Audit to perform independent investigations on non-compliance or violations.

Our Conflict of Interest Policy

Our conflict of interest policy was established to enhance outsider's confidence on the integrity of Aljarah Holding and its subsidiaries by establishing clear rules of conduct with respect to Conflict of Interest applicable to all employees minimizing the possibility of Conflict of Interest arising between the private interests and official duties of employees and providing for the objective and fair resolution of such conflicts should they arise.

A conflict of interest may exist when an employee is involved in an activity or has a personal interest that might interfere with the employee's objectivity in performing Aljarah Holding's duties and responsibilities. Any such personal interests or activities are prohibited unless formally approved. Personal interests may include working relationships and/or financial interests with immediate family members or relatives. This policy applies to all employees and they shall comply.

Qatar's Heritage and Culture

Castle Yusufiya



The ruins of the castle are located to the west of Al Ruwais on the northern coast of the state of Qatar.

Originator and the date of construction

It has been mentioned in the report of the British mission in the year 1987 and in the research of Mohammed Bin Jassim Al Khulaifi that the construction date of this castle is almost the 13th century AH / 19th century AD.

Configuration:

This consists of a rectangular area of the castle has four towers, three of which are round. The fourth tower is rectangular in shape, has now ceased to exist.

Implementing Our Social Responsibility Policy

Our Social Contribution

Al Wakra Sports Club

Aljjarah Holding has renewed the sponsorship agreement of the first football team of Al-Wakra Sports club in line with the company's policy to support the various sectors of Qatari society and contributes effectively to the development of human resources. Under this sponsorship renewal, Aljjarah Holding provides care for Al-Wakra Club activities at all levels including training, youth rehabilitation, and support services. Choosing Al-Wakra Sports Club was a good choice due to the size of sports, cultural and social activities.

Social Development Center

The Social Development Center's principle aim is to support and develop the human resources through diverse programs and services that assist in augmenting the Qatari family's capabilities through absolute self-reliance. In fact, Aljjarah Holding has had an indispensable share of contribution in this effort and as a part of its social responsibilities, had collaborated with the Social Development Center to establish the fund for social development, which will be utilized during four years to fund social development projects, training and rehabilitation of the Qatari citizens in terms of employments that line with the center's policies in accordance with the following regulations:

- Operate 50% of the fund's resources to directly support beneficiaries in accordance with the Social Development Center's policies. Utilize 40% of the fund's resources to spend on research, developmental programs and projects adopted by the Social Development Center. Employ 10% of the resources in the management of the social developmental fund dedicated to support the Qatari citizens. Moreover, Aljjarah Holding has also launched, in collaboration with the Social Development Center, an entrepreneurial award "Leadership" as a further step to sustainable development.
- Aljjarah Holding has launched in collaboration with the Social Development Center a business entrepreneurship award "RAYDAH" as a new step on the road to sustainable development. The award is not limited to citizens, but to every creative person. The aim of the award is to encourage aspiring entrepreneurs to provide new ideas for the establishment of new economic projects and promote the initiative among young people to launch new projects in the state that is innovative and competitive thereby strengthening their expertise through training, development and investment in human resources. The award is divided into two categories namely: "Best Project Plan" and "Best Existing Project."

Ministry of the Interior - Traffic Department, Periodicals

Aljjarah Holding Developed Fund "Leading for security and traffic safety" with the Department of Traffic and Patrols Department of the Ministry of Interior to maximize the benefit of the objectives of the fund. The fund is to support all the campaigns organized by the Department of Traffic and Patrols in the area of security awareness and traffic safety and activities related thereto, which targets the interest and welfare of the citizens of Qatar. This fund aims to help individuals and society as a whole through awareness campaigns organized by the Traffic Department and Patrols to motivate drivers to driving safely and benefit from programs and initiatives that promote safe driving in Qatar.

World Qatar Champion - Mohammad Al Nair

Within the context of contributions set forth by Aljjarah Holding to support the state's ambitions aiming at sport's pioneer in Qatar, Aljjarah Holding initiated its vision to possess a requisite role and sponsored the Qatari world champion Mr. Mohammad Al Nair, in Powerboat Racing (X-Cat), noting that this kind of water sports exceedingly require proper support and media coverage to better demonstrate the true value and benefits of water sports in general, indicating the fact that Qatar does possess all essential potentials to occupy the forefront position with respect to all countries competing in such water sports.

Support institutions and charities

The social contribution policies of company strives to support progress in all development efforts of the State of Qatar. In line with this policy, Aljjarah Holding donated to Qatari Charity - Humanitarian aid to assist disabled people of Libya.

Al Wajbah Fort



11285 AH/ 1868 AD: Founder (Sheikh Jasem Bin Hamad Al Thani)

Al Wajbah Fortress is signified as one of the local defensive fortresses in Qatar. Its location is set in the Al Wajbah oasis, southwest Al Doha, which is 15 km away, noting that it is an ever green spot, characterized by the presence of fresh water and three deep wells.

Linguistic Meaning

To get acquainted with the Arab linguistic, "Al Wajbah" stands for the thudding sound of a fallen object. Furthermore, "Al Wajbah" in a mountain denotes a stumpy spot where water meets. Thus, it exemplifies a grand shady hole, or a stone plunk where water gathers. The term "Al Wajbah" also stands for any puncture in the body, such as that of the eyes and the shoulders.

The Fortress's History

Al Wajbah Fortress was built during the 13th century AH/19th century AD. The castle was an eye witness of the triumph of Sheikh Jasem Bin Mohammad Al Thani and his siblings over the Ottoman troops on 1310 AH/ 25th of March 1893 AD, where Ottomans marched from Al Doha towards "Al Wajbah", attacked its fortress, yet were forced to retreat with the dispersion of the army's forces that suffered a massive loss in equipment. History then wrote down Qatar's triumph and retraction of the Ottoman Rule and praised Sheikh Jasem Bin Mohammad Al Thani, the founder, for his capability to lay his emirate's foundations and his name was later preserved among the vast Arab leaders throughout history. He remained Qatar's Sheikh till his death on 1331 AH/ 1913 AD. Indeed, the fortress during that era had been known for its gigantic structural form, to the extent of being viewed all the way from Al Doha port.

Our Subsidiaries



Aljarah Leasing Company is committed to be a profitable and client oriented organization that continues to meet the financial objectives of its customers, provides an encouraging environment for its employees. Aljarah Leasing maintains to be a provider of high quality professional services to its customers.

Our Vision

Aljarah Leasing shall be leading and unique in the finance industry, offering the best choice of leasing options under Islamic principles, for customers acquiring assets to grow their business. Aljarah Leasing shall provide the most flexible leasing options for customers to finance their capital acquisitions – automobiles, equipment, merchandises, real estate and technology development – and providing customers complete financing solutions.



Aljarah Property commenced its business in late 2008. It was in the worst of times that it saw opportunities for the future. Aljarah Property successfully launched in early 2009, the sale of 1000 plots in the north and west vanguard areas to the citizens of Qatar. The public lottery in allotting plots in March 2009 was a success. Aljarah Property pursued our aggressive sales of Local plots through the entire year of 2010 and all plots have been sold out. Subsequently Aljarah Property embarked in one of the largest infrastructure development project for developing the USAL plot areas.

Our Vision

Aljarah Property shall excel in the development of infrastructure and Property development projects through execution of its project before planned time, under cost and in good quality. Aljarah Property shall continue to build a strong asset base through a bank of projects that shall be completed for generating consistent revenues for the company.



Aljarah Equipment was incorporated in the year 2007. Aljarah Equipment is currently engaged in the business of equipment, fleet management, materials transportation and logistics. Aljarah Equipment is a growing company that has built capability to effectively perform fleet and equipment, transportation services to the satisfaction of its customers while complying with Qatar Government procedures on legality and safe transportation.

Our Vision

Aljarah Equipment shall be an established and competitive company, which will contribute to the business of Aljarah Holding with a diversity of services opening new horizons for operations in different sectors of the economy.



Aljarah Limousine is engaged in hospitality industry providing quality personal transportation needs of individuals, corporate houses and government through an effective and efficient car fleet.

Our Vision

Aljarah Limousine shall be striving to be a leader in the country's limousine services by focusing on customers, people, growth, innovation and efficiency. Aljarah Limousine shall use these elements in a manner that will drive bottom line success at the same time achieving ultimate customer satisfaction and acceptance.



Arkiyat Fort



The Arkiyat Fort is located on the northern side of the Qatar peninsula, apart from the Al Zubair historical city by about 7 km.

The linguistic meaning of "Al Arkiyat"

The term "Arkiyat" in Arabic stands for the water well. Its plural form is "Rakawat" also acknowledged as a small leather container used to drink water. Both "Al Rakya" and "Riyat" are found on Qatar's map and the plural term "Al Rakaya" denotes the meaning of a rectangular basin. This meaning also applies to the "Arkiyat Castle", where a well was once present, but is embedded now.

Founder and Construction Date:

"Al Shibaani" stated that "Al Arkiyat Fort" was a ruin, once inhabited by Arabs and was rich with water. Its history is actually traced back to the 13th-17th centuries AH/17th-19th centuries AD.

Our Qatarisation Efforts

It is the objective of Aljarah Holding to be one of the leading employers that attract Qatari talent. In our path to build an effective pool of qualified and experienced Qataris, Aljarah Holding participated in the 2011 Qatar Career Fair which provided the right opportunity to induct a number of young Qataris into the workforce and build their professional capabilities through on-the-job training and career development.

1- HR direct recruitment:

By advertising the vacancies available in newspapers, company web sites and our portal, or by accepting candidates' CVs and maintaining them in a database that assists the selection of the best and most appropriate for the vacant post as soon as they get advertised.

2- Coordination with the Department of National Manpower Development, Ministry of Labour:

In a non stop manner we receive lists of candidates, interview them, then select the most fit to the positions available at our company.

3- A partnership with Social Development Center to sponsor a portfolio for social development:

Aljarah undertakes to cover all financial needs of programs aimed to provide development and training for Qataris. We also support self-initiated and small pioneer enterprises and encourage them to transform their ideas and initiatives into productive projects, consolidating their success chances. This shall participate in creating high quality job opportunities for the Qatari community of all ages in the private sector.

4- Effective communication through the Qatar Career Fair:

Our participation in the Qatar Career Fair 2011 was a sequel and culmination of our efforts. In this manner we offered many jobs for Qataris including the areas of Business Administration with its two branches of financial management and accounting, public relations, marketing, human resources, secretarial, and engineering.

✦ Message of Our National Manpower

A few of our Qatari staff speak about the Aljarah experience.

Rakhita Mohamed Aburshaid / Officer - Corporate Guarantee

I have adapted well with this new working environment and I have learnt to manage guarantees and the importance of preserving the collateral documents. Over my employment term, I have also realized the importance of documentation and compliance in implementing company policies and procedures. I like the spirit of cooperation among co-workers and the distinct leadership qualities that are present for managing this company.

Abdulmuwem Hussein Al Murgab / Manager - Procurement

There are many conditions for achieving ambitions such as healthy work atmosphere and reliable administration system. Whenever these conditions become available cooperation between work team members is the only left factor to create a vast playground for creativity and self-assertion. This is the recipe and this is how I became the Manager of Procurement in a short period.

Fahad Mohamed Al Shaker / Officer - Marketing

Since I joined Aljarah Holding I have been put into rigorous training regime in the marketing functions. I have been actually performing the role of a marketing officer understanding the different aspects of the job in a short period. In this, I must state the excellent support of my colleagues and the directions given by the executive management, which has enabled me to play an active role in the company. I'm really glad that I work for this company and I hope that I'll perform my best in the future.

Palace fortified city Merweb



North-west of Qatar (105-125e/723-743m)

Based study and classification of deficiencies fortified archaeological sites in Qatar in the Islamic era to the rest of the archaeological ruins some of the facilities the forgotten desert peninsula of Qatar, which included many of the effects, although the researcher classified five facilities archaeological fall under the name of palaces fortified Islamic diameter:

- City Palace Merweb fortified northwest Qatar (105-125e/723-743m).
- Palace Zubara fortified (1188 AH/1774).
- Exclusively Umm Saif Mohammed mentioned.
- Palace fortified North (1315 AH/1897).
- Palace fortified Southern (1315 H/1897).

This is the City Palace and Merweb fortified northwest Qatar (105-125e/723-743m) of the most important and oldest of these deficiencies in the peninsula of Qatar, Merweb Palace was from the early Umayyad palaces, to this palace city Merweb historic northern peninsula of Qatar has built Palace Merweb fortified within a city walls, it contains the residential areas multiple, including one that a group of ancient buildings defense was the most important of the palace said, and a group of homes totaling 255 houses, and an industrial area they are intended for the manufacture of pottery, was established fortified palace in the city center and surrounded by facilities in addition to mosques to perform religious rites and supplements residential and service markets, and provided all the facilities the numerous number of wells, underground water within the palace or outside, and should use. The Palace Merweb fortified was the focus of installations included in the ancient city of building, and distributed to buildings and other structures on the palace in the north, west and south, and drilling wells to feed the main palace, one inside and the other is located outside the southwestern Paljeh Palace Merweb referred to.



Our Quality Initiatives

2011 Certificates



2010 Certificates



In 2009, our company established its corporate management and governance framework approved by the Board. In 2010 as an integral part of our management framework, the ISO certification initiatives were taken up across the holding and subsidiary companies. An internal quality team launched the quality processes in our organization covering all our core businesses and support business functions as human resources, procurement, contracting, finance, administration and support services. After the necessary certification audit by the world renowned BSI, Aljarah Leasing Holding and its subsidiaries - Aljarah Leasing, Aljarah Equipment and Aljarah Property achieved its ISO 9001 certified status in 2010.

In 2011 Aljarah Property has managed to obtain both ISO certificates, 14001:2004 and OHSAS 18001:2007.

Qatar's Heritage and Culture

Umm Salal Mohammed Palace



(1335 AH/ 1916 AD)

The Umm Salal Mohammed area, subsidiary of Umm Salal Mohammed's municipality of Qatar peninsula, includes a number of crucial architectural facilities and archeological sites.

Some of which were civilian structures such as the Umm Salal Castle, others were towers such as the Barazan and the Bu Fafa Towers, in addition to a number of springs and deep wells.

The referred to region is deemed as the exclusive and ultimate museum in Qatar peninsula, but it is in deep need for continuous maintenance and repair.

Message from the Chairman

Dear Shareholders,
Peace, mercy & blessings of Allah be upon you,

I am delighted to be with you today to view what we have achieved at the financial and administrative levels for the fiscal year ended December 31, 2011, and spelling our future plans.

I. Financial Performance:

The sincere efforts made by the Board of Directors and executive management have been reflected into the financial results. We are pleased to reveal the important financial indicators herein below:



Sheikh Falah Bin Jassim Bin Jabr Al Thani
Chairman

- ▶ The company has witnessed a growth in profits, amounting QR 215 million with an increase of 20% compared with QR 179 million in 2010.
- ▶ Total operation revenues of the company has reached QR 602 million with an increase of 41% compared to QR 428 million in 2010.
- ▶ Total equity increased by 17% jumping to QR 762 million instead of QR 648 million in 2010.
- ▶ Earnings per share rose by 20% to QR 6.53 per share, compared to QR 5.45 per share in 2010.

II. Administrative Performance:

Aljarah is proud of what has been achieved during the year 2011, becoming one of the pillars of national economy. Some of these accomplishments are summarized below:

- ▶ Developing & implementing Oracle ERP system.
- ▶ Qatarization and active participation in Qatar Career Fair 2011.
- ▶ Development of the new website of the company.
- ▶ Moving to the company's new headquarters.
- ▶ Obtaining two international quality certificates by Aljarah Property (ISO 14001-2004 for Environmental Preservation and ISO 18001-2007 for Occupational Health and Safety)

III. Proposed dividend:

On the same approach of commitment toward our investors who put their trust in the company, the Board of Directors recommended in the general assembly the approval on distributing cash dividend of 35% (i.e. QR 3.50 per share) or a total of QR 115,453,800.

IV. Future Plans:

After achieving its objectives for the year 2011, Aljarah Holding looks forward to keeping pace with the development taking place in Qatar throughout the development of future plans, in line with its ambitions.

Strategic Objectives

- ▶ Commitment to the principles and provisions of (Shari'ah) Islamic Law in all transactions.
- ▶ Application of the principles of Corporate Governance and compliance to Quality Controls.
- ▶ To remain always the preferred business partner through meeting customer needs and providing customer service excellence.
- ▶ To take part in building the nation through bearing our responsibilities to the society and Qataran jobs.

Financial Objectives

- ▶ Achieve the best growth in net profit.

Management Objectives

- ▶ Commit to the liberability of the infrastructure project in Lusail City.
- ▶ Make use of the company's land at the Industrial Area.
- ▶ Find new business opportunities for Aljarah Equipment.
- ▶ Increase market share for Aljarah by introducing new and innovative products.
- ▶ Create an electronic environment where business operates paperless.

In this context, we express our gratitude for the continuous and unlimited support of the wise leadership of the state. Aljarah Holding, would have not reached all of these achievements without the endless support by H.H. Sheikh Hamad Bin Khalifa Al Thani, the Emir, the heir apparent H.H. Sheikh Tamim Bin Hamad Al Thani and H.E. Sheikh Hamad Bin Jassim Bin Jabr Al Thani, the prime minister. As we express thanks and appreciations to Shari'ah Board members for their guidance, we also extend thanks to our valued customers and shareholders.

Peace be upon you,



Falah Bin Jassim Bin Jabr Al Thani
Chairman of the Board of Directors

Al Wakra Castle



Located at Al Wakra City, the Wakra Palace was founded in the 12th century, upon the ruins of an ancient castle.

The current palace consists of a gigantic area amidst by an open courtyard. Its walls have been reinforced with two circular towers and rectangular towers that serves as a board top and exemplifies the features of the castle walls. Its walls were crammed with openings for rectangular windows with wooden frames.

In fact, the latter consists of multiple decorative brackets. As to the wooden castle doors, they are of two blocks with small door handles. Within the framework of sustaining the castle's archaeological riches, it is currently undergoing numerous rehabilitation and restoration acts. It is also said that Al Wakra Castle had been previously occupied by the Police.

Message from the CEO

Peace be upon you,

The success attained by Aljarah Holding in the past years was not out of void, nor was reached with ease. In fact, the strategic objectives were so vigilantly set. The plans were meticulously laid down and processed with precision and faith towards attaining objectives, strictly complied with our values and principles. Day after day, the successive triumphs of Aljarah Holding have become clear and have enlisted Aljarah Holding among the leading companies in Qatar. However, to sustain such successes, it is our duty to keep up the hard work to even develop and widen the scope of such accomplishments.

In fact, we are aiming at expanding the scope of our works and widen those of our activities, in addition to real estate development, infrastructure work, machinery, and hospitality services to backup our potential to fulfill the tasks allotted over the long term. We all share a firm belief that the gigantic accomplishments attained in 2011 will sooner or later reflect their positive impact upon the company.

Our outstanding financial results during this year have been nothing but an actual translation of efforts. Moreover, we do believe that every single step we take pushes us forth to Aljarah's future prosperity. In fact, our focal objective for the coming year of 2012 is mainly simplified into "the capability to elaborate a stably structured company with the potential to withstand all challenges in the future and this can be attained through:

- ▶ Reinforce the company-customer relationship and facilitate means of communication
- ▶ Introducing novel products with creativity, yet firmly based upon the provisions of the Islamic legislations.
- ▶ Elaborate a number of real estate developmental projects.
- ▶ Bring about diversification as per all machinery works.
- ▶ Policy persistence in developing the company departments.
- ▶ Expand the joint cooperation intervals with national companies

The Executive Management is, following the purpose of establishing a well-founded company that operates, stable developmental rank, taking into full consideration that our human resources represent our most valuable assets, towards attaining all strategic goals.

Aljarah Holding depends, in most of its works, on its cadres that zealously operate in the process of the human resource development and the implementation of the policies designed by the distinguished Board of Directors and thus, enables holding a firm grasp of the values and principles the Aljarah vision.

Supporting this conviction is the unremitting developmental program adopted by Aljarah Holding for the expertise, potentials and possibilities possessed by the company, enables it to absorb any novel technology and apply it in all of its administrative, financial and technical decisions. This enormously assists in widening the scope of work, horizontally and vertically and within a great time record, depending to attain so on the firm belief that the Board of Directors elaborates to augment creativity, noting that the Board of Directors is quite aware of the administrative fundamentals, as well as of the state's policies and trends in sustainable development and maturity of means and possibilities to attain the utmost.

In fact, the professional administrative expertise has greatly contributed into setting for proper communication and creativity, and respectively brought management system into life. Now, it is easy for new entrants into the wide scope of work and healthy work environment to blend into the overall work flow with much ease.

Moreover, Aljarah Holding incessantly tends to apply the state's orientation to hire Qatari, believing that the nation possesses distinguished potentials, allotting them to serve unique administrative positions and contribute to the renaissance our beloved country is contemporizing.

Aljarah Holding is setting great efforts to harness all capabilities and expertise to serve the cause of the human resource national development and setting forth intensively calculated future plans, taking into account the requirements of the job market as well as the sustainable developmental plans to be attained in Qatar by 2030.

Respectively, it has set a database system that embrace accurate training programs to accommodate the development of the national capacity and lift it to higher levels of professionalism, holding great faith in the future generations of our beloved country.



Khalid Nasir Aljaili
Chief Executive Officer


Khalid Nasir Aljaili
Chief Executive Officer

Report of the Shari'a Panel

In the name of God the merciful

Report of the Islamic legislation censorship.
As per the financial period: 1/1/2011 - 31/12/2011

Thank God and may peace, blessings fall upon our master, the messenger of God, Muhammad, his family and companions, and those following his guidance.

Most respectful shareholders:

Aljazeera Holding
Al Doha - Qatar

Peace, mercy and blessing of God,

The supervisory board is pleased to offer you a legitimate report on the activities and work flow of the company during the financial year ended 31/12/2011.

The board had monitored the works and activities carried out by the company throughout the above referred to duration. It has further given intense attention to the extent of its commitment to the provisions and principles of the Islamic religion and the guidelines issued. The board further examined the contractual agreements finalized by the company and has also inspected the mechanisms followed to fulfill its works.

In fact, it is the administration's responsibility to assure that the company's flow of work accurately complies with the Islamic legislations, noting that the board is solely responsible for delivering a righteous independent opinion based upon Shari'a principles.

And to attain all information, data, and interpretations found compulsory to provide the board with all adequate proofs that the company hasn't performed any act that violates the Islamic legislations, the board has segregated its work flow as follows:

1. Control over all company works and activities by the board's executive body on daily basis
2. Launching periodic meetings to intensively examine the regular reporting process filed by the board's executive observer.
3. Discuss emerging matters within the company and respectively deliver decisions, advisory guidelines as per the Islamic legislation, whenever found necessary.
4. Answer all questions raised by the company's management
5. Review all contractual agreements to assure the absence of any Islamic legislation violation.
6. Examine the periodic Financial Statements and Balance sheet as at 31/12/2011 and make sure that they comply with Shari'a principles
7. Specify the Zakat's percentage recommended of every shareholder.

Outcome:

- a. The contracts and activities performed by the company during the financial year of 2011, as well as the mechanisms and principles operated in plan implementation do not violate any Shari'a principles.
- b. The distribution of the shareholders' profits has been fulfilled in accordance with the Shari'a principles.
- c. The percentage of Zakat forced upon shareholders is an amount of (0.51) per stock.

In conclusion, the board takes this opportunity to bestow deepest thanks to the company's administration, in general and to the chief executive officer Mr. Khalid Nasir Alhail in specific, for fortifying the board's role in performing an internal auditing of the company, as per the Islamic legislation.

Doha - Qatar

Date: 22 Safar 1433 H/16 January 2012

Abdulsaziz Bin Saleh Al-Muhallabi
Chairman

Abd A-Daim Ahmed Abusaf Maali
Member

Dr. Sultan Al-Hashimi
Executive Member

Management Certification of Financials

To
The Board of Directors
AlJarah Holding
Doha, Qatar
Date: 9 January 2012

We the CEO and Director Finance of the company, to the best of our knowledge and belief certify that:

- The Management of AlJarah Holding have reviewed the Consolidated Statement of Financial Position and consolidated statement of income and all the schedules and notes on accounts, as well as the cash flow statements and the Directors Report.
- Based on our knowledge and information, the financial statements and other financial information included in this report present in all material respects, a true and fair view of the Company's affairs, the financial condition, results of operations and cash flows of the Company, as of and for the periods present in this report and are in compliance with the prevailing accounting standards and/or applicable laws and regulations.
- To the best of our knowledge and belief, no business transactions entered into by the company during the year are illegal, violative of the Company's code of business conduct and fraudulently.
- We are responsible for establishing and maintaining internal controls and financial disclosure control for the company.
- We have disclosed based on our most recent evaluation, wherever applicable, the Company's external auditors and the Audit Committee of the Board of Directors that:
 - There were no deficiencies in our internal control systems that could adversely affect the Company's ability to account and report financial information and there are no material weaknesses in our internal control over financial reporting.
 - All internal control deficiencies have been addressed through corrective mechanisms that are already actioned or in progress as reported to the Audit Committee of the Board.
 - Any significant change in the accounting policies during the year, if any, has been disclosed in the notes to the financial statements.
 - There were no instances of fraud of which we are aware, that involve the Management or other employees who have a significant role and responsibility in the Company's operations.
- We affirm and declare to the Board of Directors that all personnel employed in AlJarah Holding are aware and have assumed compliance with the code of business conduct, ethics and conflict of interest policies defined in our Corporate Management Framework for the current year.

Signed by:

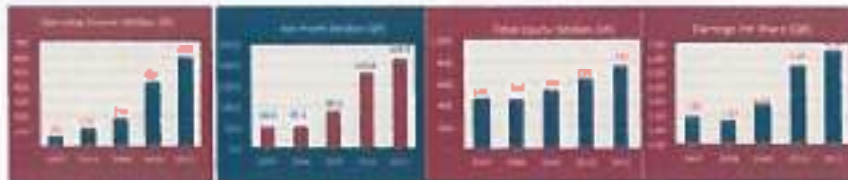


Khalid Hash Alhail
Chief Executive Officer



Srikanth Ramamoorthy
Director Finance

Key Financial Indicators				
Sl. No.	Indicator	2012	2011	Growth Rate
1	Operating Income	428.28 Million	302.25 Million	41%
2	Net Profit	178.83 Million	218.45 Million	22%
3	Total Equity	648.96 Million	752.26 Million	13%
4	Earnings Per Share	3.43	4.23	20%



Independent Auditor's Report

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF ALIABAH HOLDING COMPANY (Q.S.C.)

Report on the consolidated financial statements

We have audited the accompanying consolidated financial statements of Aljabah Holding Company (Q.S.C.) ("the Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as of 31 December 2011, and the consolidated statement of income, consolidated statement of comprehensive income, consolidated statement of cash flows and consolidated statement of changes in equity for the year then ended, and a summary of significant accounting policies and other explanatory information.

Board of Directors' responsibility for the consolidated financial statements

The Board of Directors is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards, and for such internal control as board of directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making these risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by board of directors, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Group as of 31 December 2011, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Report on other legal and regulatory requirements

Furthermore, in our opinion, proper books of account have been kept by the Group, an inventory count has been conducted in accordance with established principles, and the consolidated financial statements comply with the Qatar Commercial Companies' Law No. 5 of 2002 and the Company's Articles of Association. We have obtained all the information and explanations we required for the purpose of our audit, and are not aware of any violations of the above mentioned law or the Articles of Association having occurred during the year which might have had a material effect on the business of the Group or on its financial position. We further confirm that the financial information included in the Annual Report of the Board of Directors is in agreement with the books and records of the Group.


Firas Qoussouh
of Ernst & Young
Auditor's Registration No. 236

Doha, 9 January 2012
Doha - Qatar



The financial Statements

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2011

	Notes	31 Dec 2011 QR	31 Dec 2010 QR
ASSETS			
Cash and Cash Equivalents	3	382,395,071	529,591,925
Installments and Dues from Customers	4	1,015,098,649	918,374,423
Available for Sale Financial Investments	5	87,070,078	47,505,122
Inventory Properties	6	45,653,792	360,107,846
Prepayments and Other receivables	7	64,870,801	80,900,730
Property and Equipment	8	84,481,655	97,858,555
Total Assets		1,899,649,746	2,026,838,601
LIABILITIES			
Accounts Payables, Accruals and Other payables	9	281,643,981	262,840,117
Islamic Financing under Wakalah Arrangements	10	148,984,391	141,723,377
Amounts Due on Construction Contracts	11	627,087,656	973,313,505
Total Liabilities		1,037,498,427	1,377,877,009
EQUITY			
Share Capital	12	329,868,000	329,868,000
Legal Reserve	13	164,607,309	143,062,409
Proposed Dividend	10	115,453,800	98,960,400
Fair Value Reserve		(57,646)	(2,048,075)
Retained Earnings		192,192,868	79,118,778
Total Equity		762,064,319	648,961,512
Total Liabilities and Equity		1,899,649,746	2,026,838,601

These consolidated financial statements have approved by the Board of Directors on 30th January 2012 and signed on its behalf by:


 Sh. Fahad Bin Jassim Bin Jabr Al-Thumali
 Chairman


 Khalid Misk Al-Hail
 Chief Executive Officer

The accompanying notes from 1 to 27 form an integral part of these consolidated financial statements

The Financial Statements

CONSOLIDATED STATEMENT OF INCOME FOR THE YEAR ENDED 31 DECEMBER 2011

	Notes	31 Dec 2011 QR	31 Dec 2010 QR
Income from Core Business	15	682,247,126	428,270,486
Profit from Investments and Deposits	16	16,087,891	27,221,182
Other Income		116,313	3,397,624
TOTAL INCOME		818,461,332	458,817,692
Operating Expenses	17	(308,611,050)	(220,178,449)
General and Administration Expenses	18	(84,491,277)	(15,113,036)
TOTAL EXPENSES		(393,002,328)	(235,291,485)
NET OPERATING INCOME		265,449,004	180,526,207
Allowance for Impairment on Installments and Dues from Customers	4	(40,000,000)	(13,700,000)
PROFIT FOR THE YEAR		215,449,004	179,826,207
Basic and Diluted Earnings per Share	20	5.53	5.45

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2011

	31 Dec 2011 QR	31 Dec 2010 QR
PROFIT FOR THE YEAR	215,449,004	179,826,207
Other Comprehensive Income:		
Net Gain on Revaluation AFS Investments	1,980,429	3,282,410
Total Other Comprehensive Income	1,980,429	3,282,410
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	217,439,433	183,108,617

The accompanying notes, from 1 to 27 form an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2011

Figures in Omani Riyals

	Share Capital	Legal Reserve	Proposed Dividends	Fair Value Reserve	Retained Earnings	Total
Balance at 1 January 2010	329,888,000	125,073,787	66,873,606	(5,330,448)	272,896,473	938,877,318
Dividends Paid (Note 14)	--	--	(65,873,600)	--	--	(65,873,600)
Profit for the Year	--	--	--	--	179,828,207	179,828,207
Other Comprehensive Income for the Year	--	--	--	3,282,410	--	3,282,410
Total Comprehensive Income for the Year	--	--	--	3,282,410	179,828,207	183,110,617
Social and Sports Fund Appropriation (Note 5b)	--	--	--	--	(6,740,800)	(6,740,800)
Proposed Dividends (Note 14)	--	--	98,950,400	--	(98,950,400)	--
Transfer to Legal Reserve	--	17,982,822	--	--	(17,982,822)	--
Balance at 31 December 2010	329,888,000	143,056,609	58,950,400	2,043,075	179,118,778	648,957,512
Dividends Paid (Note 14)	--	--	(68,950,400)	--	--	(68,950,400)
Profit for the Year	--	--	--	--	215,449,004	215,449,004
Other Comprehensive Income for the Year	--	--	--	1,900,428	--	1,900,428
Total Comprehensive Income for the Year	--	--	--	1,900,428	215,449,004	217,349,432
Social and Sports Fund Appropriation (Note 8b)	--	--	--	--	(6,386,220)	(6,386,220)
Proposed Dividends (Note 14)	--	--	115,453,800	--	(115,453,800)	--
Transfer to Legal Reserve	--	21,544,800	--	--	(21,544,800)	--
Balance at 31 December 2011	329,888,000	164,601,409	118,453,800	(57,645)	162,192,898	782,964,319

The accompanying notes form part of these consolidated financial statements

The Financial Statements

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2011

	31 Dec 2011 QR	31 Dec 2010 QR
Cash Flows from Operating Activities		
Profit for the year	216,449,004	179,026,207
Adjustments for:		
Depreciation (Note 8)	17,354,836	13,862,014
Dividend Income	(2,430,000)	(5,395,000)
Loss on Sale/Disposal of Property and Equipment	103,583	124,054
Allowance for Impairment on Installments and Dues from Customers (Note 4)	40,000,000	13,700,000
(Gain)/Loss on Sale of Available for Sale Investments	(4,105,328)	6,638,373
Finance Income	(12,512,706)	(29,078,323)
Finance Expense	10,943,472	11,480,510
	267,802,662	191,280,835
Changes in Operating Assets and Liabilities		
Installments and Dues from Customers	(138,224,128)	(324,787,828)
Prepayments and Other Receivables	18,030,129	(67,021,650)
Inventory Properties	314,454,953	108,143,962
Amounts Due on Construction Contracts	(448,226,640)	179,127,197
Accounts Payable, Accruals and Other Payables	(6,882,358)	236,487,733
Net Cash from Operating Activities	7,163,620	65,864,957
Cash Flows from Investing Activities		
Finance Income Received	12,512,706	28,076,323
Dividend Income Received	2,430,000	5,365,000
Purchase of Property and Equipment (Note 8)	(10,986,318)	(54,781,803)
Proceeds from the Sale of Property and Equipment	26,060	284,750
Purchase of Available for Sale Investments	(86,821,311)	(238,844,573)
Proceeds from Sale of Available for Sale Investments	10,362,110	243,235,143
Net Movement in Bank Term Deposits	395,000,000	(395,000,000)
Net Cash from (used in) Investing Activities	353,442,187	(410,455,260)

Continued

The accompanying notes from 1 to 27 form an integral part of these consolidated financial statements.

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2011**

	31 Dec 2011	31 Dec 2010
	QR	QR
Cash Flows from Financing Activities		
Dividends Paid (Note 14)	(88,860,400)	(85,873,600)
Proceeds from Financing under Wakalah Arrangements	43,602,338	40,467,835
Repayment of Financing under Wakalah Arrangements	(76,461,326)	(76,462,026)
Finance Charges Paid	(10,943,472)	(11,480,510)
Net Cash used in Financing Activities	(102,752,860)	(113,848,201)
Net Increase (Decrease) in Cash and Cash Equivalents	267,803,146	(458,538,804)
Cash and Cash Equivalents at the Beginning of the Year	134,691,926	592,800,529
Cash and Cash Equivalents at the End of the Year	392,395,071	134,261,725

**NOTES TO THE CONSOLIDATED FINANCIAL
STATEMENTS AT 31 DECEMBER 2011**

1 CORPORATE INFORMATION

Aljarah Holding Company Q.S.C. (the "Company") is a public shareholding company incorporated in the State of Qatar in accordance with resolution No 35 issued on 21 April 2003 by the Ministry of Business and Trade. The Company is registered under commercial registration No. 26487 and is governed by the provisions of the Qatar Commercial Companies' Law No. 5 of 2002. The registered office of the Company is located at 'D' Ring Road, Doha, State of Qatar. The Company's shares are publicly listed at the Qatar Exchange.

The Company and its subsidiaries (together the "Group") are engaged in Leasing, Real Estate, Property Development, Transportation and Limousine Services and operate through its fully owned subsidiaries established in the State of Qatar. The Group is committed to conduct all its activities in accordance with Islamic Shariah.

2 BASIS OF PREPARATION AND SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of Preparation

The consolidated financial statements have been prepared on historical cost basis, except for available-for-sale financial investments that have been measured at fair value. The consolidated financial statements are presented in Qatar Riyals (QR).

Statement of Compliance

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and the applicable requirements of Qatar Commercial Companies' Law No. 5 of 2002.

The Group presents its statement of financial position usually in the order of liquidity. An analysis regarding recovery or settlement within 12 months after the end of the reporting period ("current") and more than 12 months of the end of the reporting period ("non-current") is presented in Note 23.

Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Group as at and for the year ended 31 December each year. The financial statements of the subsidiaries are prepared for the same reporting year as the Company, using consistent accounting policies.

All intra-group balances, transactions, income and expenses and profits and losses resulting from intra-group transactions are eliminated in full.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. Control is achieved where the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. The results of subsidiaries acquired or disposed of during the year are included in the consolidated statement of income from the date of acquisition or up to the date of disposal, as appropriate.

The consolidated financial statements of the Group include the financial statements of the Company and its subsidiaries (listed below) fully owned by the Group.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

Name of subsidiaries	Country of incorporation	Principal activity
Aljarah Leasing Company	Qatar	Leasing
Aljarah Equipment Company	Qatar	Transportation
Aljarah Limousine Company	Qatar	Limousine services
Aljarah Property Development Company	Qatar	Property Development

2.2 Changes in Accounting Policies and Disclosures

The accounting policies adopted are consistent with those of the previous financial year, except for the new and amended IFRS and IFRIC interpretations effective as of 1 January 2011.

During the period, the Group has adopted the following standards effective for the annual period beginning on or after 1 January 2011:

IAS 24, 'Related Party Disclosures' (Revision)

The definition of a related party has been clarified to simplify the identification of related party relationships, particularly in relation to significant influence and joint control. A partial exemption from the disclosures has been included for government-related entities.

For those entities, the general disclosure requirements of IAS 24 will not apply. Instead, alternative disclosures have been included, requiring: (a) The name of the government and the nature of its relationship with the reporting entity; (b) The nature and amount of individually significant transactions; (c) A qualitative or quantitative indication of the extent of other transactions that are collectively significant. This amendment did not give rise to any changes to the Group's financial statements.

IAS 32, 'Financial Instruments: Presentation - Classification of rights issues' (Amendment)

The definition of a financial liability has been amended to classify rights issues (and certain options or warrants) as equity instruments if: (a) The rights are given pro-rata to all of the existing owners of the same class of an entity's non-derivative equity instruments and (b) In order to acquire a fixed number of the entity's non-derivative equity instruments for a fixed amount in any currency. The amendment provides relief to entities that issue rights (fixed in a currency other than their functional currency), from treating the rights as derivatives with fair value changes recorded in profit or loss. Rights issued in foreign currencies that were previously accounted for as derivatives will now be classified as equity instruments. This amendment did not give rise to any changes to the Group's financial statements.

Improvements to IFRS (issued May 2010)

'Improvements to IFRS' comprise amendments that result in accounting changes for presentation, recognition or measurement purposes, as well as terminology or editorial amendments related to a variety of individual IFRS standards. Most of the amendments are effective for annual periods beginning on or after 1 January 2011, with earlier application permitted. No material changes to accounting policies are expected as a result of these amendments.

The following amendments, interpretations became effective in 2011, but did not have any impact on the accounting policies, financial position or performance of the Group:

IFRIC 13	Customer Loyalty Programmes (determining the fair value of award credits)
IFRIC 19	Extinguishing Financial Liabilities with Equity Instruments

The Group is currently considering the implications of the new IFRSs which are effective for future accounting periods and has not early adopted any of the new Standards as listed below:

IFRS 9	Financial Instruments: Classification & Measurement (Part 1) (Effective 1 January 2015)
IFRS 10	Consolidated Financial Statements (Effective 1 January 2013)
IFRS 11	Joint Arrangements (Effective 1 January 2013)
IFRS 12	Disclosure of Interests in Other Entities (Effective 1 January 2013)
IFRS 13	Fair Value Measurement (Effective 1 January 2013)



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

2.3 Summary of Significant Accounting Policies

Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker is the person or group that allocates resources to and assesses the performance of the operating segments of an entity. The Group has determined the Chief Executive Officer of the Company as its chief operating decision maker. All transactions between operating segments are conducted on an arm's length basis, with intra-segment revenue and costs being eliminated in Company. Income and expenses directly associated with each segment are included in determining operating segment performance.

Foreign Currency Translation

(a) Functional and Presentation Currency

The consolidated financial statements are presented in Qatar Riyals (QR), which is the Group's functional and presentation currency. Each entity in the group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

(b) Transactions and Balances

Transactions in foreign currencies are initially recorded in the functional currency rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency rate of exchange ruling at the end of the reporting period. All differences are taken to the consolidated statement of income. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The gain and losses on revaluation of foreign currency non-monetary available-for-sale investments are recognized in the consolidated statement of changes in equity.

Cash and Cash Equivalents

Cash and cash equivalents represent cash, bank balances and other short-term highly liquid investments with original maturities of three months or less.

Financial Instruments - Initial Recognition and Subsequent Measurement

The Group classifies its financial instruments in the following categories. The classification depends on the purpose for which the financial instruments were acquired and their characteristics. Management determines the classification of its financial instruments at initial recognition.

(a) Installments and Dues from Customers

Installments and dues from customers are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Islamic financing such as Ijarah and Murabahah are stated at their gross principal amount less any amount received, allowance for impairment and unearned profit. Subsequent to initial measurement, installments and dues from customers are carried at amortized cost less allowance for impairment.

(b) Available-for-Sale Financial Investments ("AFS")

Available-for-sale investments are those intended to be held for an indefinite period of time, which may be sold in response to needs for liquidity or changes in equity prices. Available-for-sale investments include equity securities.

The Group uses trade date accounting for regular way contracts when recording financial assets and liabilities. Financial assets are initially recognized at fair value plus transaction costs.

Available-for-sale financial investments are carried at fair value subsequent to initial recognition. Gains and losses arising from changes in the fair value of available-for-sale financial investments are recognized directly in equity, until the financial asset is derecognized or impaired. At this time, the cumulative gain or loss previously recognized in equity is recognized in consolidated statement of income.

(c) Islamic Financing under Wakalah Arrangements

Financial instruments or their components issued by the Group, are classified as financial liabilities under 'Islamic Financing under Wakalah Arrangements', where the substance of the contractual arrangement results in the Group having an obligation either to deliver cash or another financial asset to the holder, or to satisfy the obligation other than by the exchange of a fixed amount of cash or another financial asset. After initial measurement, Islamic Financing and Wakalah Arrangements are subsequently measured at amortized cost.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

Derecognition of Financial Assets and Financial Liabilities

Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or where the Group has transferred substantially all risks and rewards of ownership. Financial liabilities are derecognized when they are extinguished – that is, when the obligation is discharged, cancelled or expires.

Inventory/Property

Property acquired or being constructed for sale in the ordinary course of business, rather than to be held for rental or capital appreciation, is held as inventory and is measured at the lower of cost and net realizable value.

Cost includes

- Freehold and leasehold rights for land
- Amounts paid to contractors for construction
- Borrowing costs, planning and design costs, costs of site preparation, professional fees for legal services, property transfer taxes, construction overheads and other related costs.

Non-refundable commissions paid to sales or marketing agents on the sale of real estate units are expensed when paid.

Net realizable value is the estimated selling price in the ordinary course of the business, based on market prices at the end of the reporting period and discounted for the time value of money if material, less costs to completion and the estimated costs of sale.

The cost of inventory recognized in consolidated statement of income on disposal is determined with reference to the specific costs incurred on the property sold and an allocation of any non-specific costs based on the relative size of the property sold.

Leasing

The determination of whether an arrangement is a lease or it contains a lease, is based on the substance of the arrangement and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

Group as a Lessee

Leases which do not transfer to the Group substantially all the risks and benefits incidental to ownership of the leased items are operating leases.

Operating lease payments are recognized as an expense in the statement of income on a straight line basis over the lease term.

Group as a Lessor

Leases where the Group does not transfer substantially all the risk and benefits of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating operating leases are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income.

Fair Values

The fair values of quoted investments in active markets are based on current bid prices. If there is no active market for a financial asset, the Group establishes fair value using valuation techniques. These include the use of recent arm's length transactions, discounted cash flow analysis and other valuation techniques commonly used by market participants.

Offsetting Financial Instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis, or realize the asset and settle the liability simultaneously.

Impairment of Financial Assets

(a) Financial Assets carried at Amortized Cost

The Group assesses at the end of each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

The Group first assesses whether objective evidence of impairment exists individually for financial assets that are significant, and individually or collectively for financial assets that are not significant. If the Group determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is or continues to be recognized are not included in a collective assessment of impairment.

The amount of financing loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective profit rate. The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognized in the consolidated statement of income. The discount rate for measuring any impairment loss is the current effective profit rate determined under the contract. As a practical expedient, the Group may measure impairment on the basis of an instrument's fair value using an observable market price.

The calculation of the present value of the estimated future cash flows of a collateralized financial asset reflects the cash flows that may result from foreclosure less costs for obtaining and selling the collateral, whether or not foreclosure is probable. For the purposes of a collective evaluation of impairment, financial assets are grouped on the basis of similar credit risk characteristics. Those characteristics are relevant to the estimation of future cash flows for groups of such assets by being indicative of the debtors' ability to pay all amounts due according to the contractual terms of the assets being evaluated.

Future cash flows in a group of financial assets that are collectively evaluated for impairment are estimated on the basis of the contractual cash flows of the assets in the Group and historical loss experience for assets with credit risk characteristics similar to those in the Group.

When a financing is uncollectible, it is written off against the related allowance for financing impairment. Such financing facilities are written off after all the necessary procedures have been completed and the amount of the loss has been determined. If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed by adjusting the allowance account. The amount of the reversal is recognized in the consolidated statement of income in impairment.

(b) Financial Assets classified as Available for Sale

The Group assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available for sale, a significant or prolonged decline in the fair value of the investment below its cost is considered in determining whether the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognized in consolidated statement of income is removed from equity and recognized in the consolidated statement of income. Impairment losses recognized in the consolidated statement of income on equity instruments are not reversed through the consolidated statement of income.

Property and Equipment

Property and equipment are stated at historical cost less depreciation. Cost includes expenditure that is directly attributable to the acquisition of items. Subsequent costs are included in the asset carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Depreciation is calculated using the straight-line method to write off the cost of property and equipment to their estimated residual values over their expected useful lives as follows:

	Years
Building	10
Office equipment	4-5
Furniture and fixtures	5
Heavy Equipment, trucks and motor vehicles	5
Leasehold improvements	5

Land is not depreciated. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount. Repairs and maintenance are charged to the consolidated statement of income when the expenditure is incurred.

The Financial Statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

Capital work-in-progress represents renovation work and construction work which are carried at cost, less any recognized impairment loss. Cost includes professional fees and related construction costs. Upon the completion of the work, the balance of work-in-progress will be transferred to the relevant caption under property and equipment.

Accounts Payable and Accruals

Liabilities are recognized for amounts to be paid in the future for goods or services received, whether billed by the supplier or not.

Contract Work in Progress and Amounts Due on Construction Contracts

Contract work in progress is valued at cost plus attributable profit less foreseeable losses. Attributable profit is recognized on a percentage completion basis when the outcome of a contract can be assessed with reasonable certainty.

Provisions

Provisions are recognized when the Group has a present obligation as a result of a past event which it is probable will result in an outflow of economic benefits that can be reasonably estimated.

EMPLOYEE BENEFITS

Defined Benefit Plan

The Group makes provision for end of service benefits payable to its expatriate employees on the basis of the employees' length of service in accordance with the employment policy of the Group and the applicable provisions of Labor Law. The expected costs of these benefits are accrued over the period of employment.

Defined Contribution Plans

Also the Group provides for its contribution to the State administered retirement fund for Qatari employees in accordance with the retirement law, and the resulting charge is included within the personnel cost under the general administration expenses in the consolidated statement of income. The Group has no further payment obligations once the contributions have been paid. The contributions are recognized when they are due.

REVENUE RECOGNITION

Construction Contracts

When the outcome of individual contracts can be measured with reasonable certainty and can be measured reliably, margin is recognized by reference to the stage of completion based on the percentage margin forecast at completion. The stage of completion is measured by the proportion of contracts costs incurred for work performed to date to the estimated total contract costs or the proportion of the value of work done to the total value of work under contract. Full provision is made for all known expected losses on individual contracts immediately once such losses are foreseen. Margin in respect of variations in contract work and claims is recognized if it is probable they will result in revenue.

Leasing Income

Income from Islamic financing and investment contracts under Islamic Sharia's principles are recognized in the consolidated statement of income using a method that is analogous to the effective yield rate. Fees and Commissions are generally recognized when the related service has been provided.

Transportation Income

Transportation income represents revenue generated from services provided to local customers in respect of transportation of raw materials under a contract with customers. Transportation Income is recognized on accrual basis when the services are provided.

Rental Income

Rental income is recognized when earned based on actual occupancy of the property.

Income from Deposits

Profit from Deposits is recognized on a time proportion basis using the effective profit rate method.

Dividend Income

Dividend income is recognized when the right to receive payment is established.

The Financial Statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

3. CASH AND CASH EQUIVALENTS

	31 Dec 2011	31 Dec 2010
	QR	QR
Cash on Hand	165,100	34,084
Current Accounts with Islamic Banks	282,229,971	13,057,461
Term Deposits with Islamic Banks	130,000,000	516,500,000
	392,395,071	529,591,545

4. INSTALLMENTS AND DUES FROM CUSTOMERS

	31 Dec 2011	31 Dec 2010
	QR	QR
Gross Installments Due from Leasing	150,080,090	164,977,231
	2011	2010
	QR	QR
Morabaha	141,623,318	184,765,101
Ijarah	8,136,774	3,212,130
Less: Deferred Profits of Future Installments	(16,817,323)	(22,780,356)
	2011	2010
	QR	QR
Morabaha	14,283,370	22,810,831
Ijarah	1,553,953	399,425
Allowance for Impairment	(64,434,024)	(14,434,024)
Net Installments Due from Leasing	79,808,745	127,762,851
Gross Installments Due from Property Sales	1,046,527,761	902,452,166
Less: Deferred Finance Income	(117,212,361)	(117,684,066)
Net Installments Due from Property Sales	929,315,400	784,768,100
Other Trade Related Receivables	5,974,408	4,353,472
Total Installments and Dues from Customers	1,015,099,649	916,874,423
Maturity Profile of Installments and Dues from Customers		
Less than one year	304,629,241	201,447,096
> 1 year and < 5 years	710,470,368	715,426,325
> 5 years	-	6,000
Total	1,015,099,649	916,874,423

The Financial Statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

4. INSTALLMENTS AND DUES FROM CUSTOMERS (Continued)

Analysis of Past Dues but not Impaired

	31 Dec 2011 QR	31 Dec 2010 QR
1-30 days	1,679,070	5,233,498
31-90 days	4,698,641	8,212,769
91-180 days	8,828,456	6,851,781
Over 180 days	23,616,218	20,533,062
Total	38,822,385	40,831,090

Total Amount of Impaired Receivables

	31 Dec 2011 QR	31 Dec 2010 QR
	64,434,024	14,434,024

Movement in Allowance for Impairment

	31 Dec 2011 QR	31 Dec 2010 QR
Balance at 1 January	14,434,024	734,024
Charge for the year	40,000,000	13,700,000
Balance at 31 December	64,434,024	14,434,024

5. AVAILABLE FOR SALE FINANCIAL INVESTMENTS

Quoted Equity Investments

	31 Dec 2011 QR	31 Dec 2010 QR
	87,070,078	17,505,122

Note: Quoted equity investments have been valued using Level 1 measurement techniques as per IFRS 7 and there are no Level 2 and Level 3 fair value measurements.

6. INVENTORY PROPERTIES

Property Inventory Spares and Consumables

	31 Dec 2011 QR	31 Dec 2010 QR
	44,178,186	350,538,172
	1,478,636	571,674
Total	45,656,822	350,407,646

The Group entered into an agreement with Qatar Dar Real Estate Co on 28 July 2008 to purchase and then re-sell 10,816,151 sq feet of land in the Northern and West Water Front of Lusail area. During April 2009, the Group allotted plots with a total area of 5,915,501 sq feet to the citizens of Qatar based on a public lottery scheme. Thereafter, the remaining plots are being sold on a first-come first-serve basis. Contracts for the sale of plots until the end of the reporting period are in accordance with the terms and conditions of sale as set out in the original purchase agreement. Accordingly, the sale of the plots are made under a deferred payment plan over a period of five years, with the non-refundable first installment and one-time administrative charges being paid on the date of sale. The amounts receivable under this deferred payment plan have been disclosed under Note 4 as "Amounts due from Property Sales".

7. PREPAYMENTS AND OTHER RECEIVABLES

Security Deposit Advance Payments to Suppliers Prepayments Other Receivables Profits Accrued on Bank Deposits

	31 Dec 2011 QR	31 Dec 2010 QR
	1,812,180	1,693,480
	61,645,666	70,890,996
	1,769,779	2,449,875
	6,201,628	1,338,695
	3,511,448	4,721,684
Total	64,870,601	80,900,730

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Cont'd)

B. PROPERTY AND EQUIPMENT

	Office equipment		Building		Furniture and fixtures		Leasehold improvements		Heavy equipment, trucks and motor vehicles		Work in progress		Total QR
	QR	QR	QR	QR	QR	QR	QR	QR	QR	QR	QR	QR	
Cost:													
At 1 January 2010	831,760	-	-	551,900	471,943	88,830,925	88,205	70,574,730					
Additions/transfer	1,021,239	-	-	-	-	-	-	53,770,570					
Disposal	-	-	-	-	-	(320,650)	-	(89,205)					
At 31 December 2010	1,852,999	-	-	551,900	471,943	88,310,325	53,770,570	124,967,731					
Additions/transfer	2,869,214	29,991,000	24,487,108	5,701,432	-	69,000	(95,050,484)	10,669,318					
Disposal	-	-	-	(242,510)	(471,943)	-	-	(714,463)					
At 31 December 2011	4,721,207	29,991,000	24,487,108	5,010,882	-	88,359,325	720,076	194,929,596					
Depreciation:													
At 1 January 2010	409,157	-	-	238,473	275,129	18,214,408	-	19,137,162					
Charge for the year (Provision)	269,765	-	-	83,565	54,487	13,585,197	-	13,982,014					
At 31 December 2010	677,922	-	-	322,038	329,616	31,799,606	-	33,099,176					
Charge for the year (Provision)	503,751	-	1,830,814	835,336	13,790	13,870,954	-	17,384,833					
Disposal	-	-	-	(242,510)	(343,300)	-	-	(883,870)					
At 31 December 2011	1,581,703	-	1,830,814	1,010,864	-	45,440,560	-	49,862,941					
Net Carrying amounts													
31 December 2011	3,139,504	29,991,000	22,656,292	4,996,018	-	32,968,765	720,076	84,469,662					
31 December 2010	1,775,079	-	-	228,882	142,333	38,940,715	33,170,570	81,858,565					

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2011**

4. PROPERTY AND EQUIPMENT (Continued)

Depreciation charge for the year has been allocated in the consolidated statement of income on the following basis:

	2011 QR	2010 QR
Depreciation attributable to General and Administration	4,266,070	888,209
Direct costs forming part of Operating expenses – Transportation division	13,099,666	12,973,805
Total	17,364,836	13,862,014

9. ACCOUNTS PAYABLE, ACCRUALS AND OTHER PAYABLES

	31 Dec 2011 QR	31 Dec 2010 QR
Accounts Payable and Advance from Customers	46,134,530	63,198,892
Unclaimed Dividends	3,828,381	4,007,806
Provision for Employee Benefits (a)	2,854,318	1,076,785
Provision for Social Contribution (b)	6,386,226	4,495,655
Accrued Expenses	203,340,629	190,060,970
Total	261,543,884	262,840,117

Notes:

(a) Provision for Employees' End of Service Benefits

	31 Dec 2011 QR	31 Dec 2010 QR
At 1 January	1,076,786	760,748
Charge for the year	1,917,263	503,341
Payments during the year	(139,732)	(187,297)
At 31 December	2,854,316	1,076,785

(b) Contribution to Social and Sports Development Fund

Pursuant to Law No. 13 of 2008 and further clarification of the law issued in 2010, the Group made an appropriation of QR 5.39 million for the year 2011 (QR 4.49 million for the year 2010) to the Social and Sports Development Fund of Qatar. This amount represents 2.5% of the net profit for the year ended 31 December 2011.

10. ISLAMIC FINANCING UNDER WAKALAH ARRANGEMENTS

	31 Dec 2011 QR	31 Dec 2010 QR
Islamic Financing under Wakalah Arrangement(a)	136,802,856	120,180,734
Other Borrowings (b)	12,262,336	20,942,823
Total	149,064,391	141,123,377

Notes:

a. The Group has obtained various Islamic financing facilities under Wakalah Arrangements with various local banks to fund business operations and working capital requirements. These facilities are unsecured and are repayable at various dates (please refer Note 23 for liquidity risk associated with these facilities) and carry financing charges at commercial rates.

b. Other Borrowings represent Wakalah facility obtained from a Bank to finance acquisition of a building. The underlying building has been offered as security for this facility.



The Financial Statements

11. AMOUNTS DUE ON CONSTRUCTION CONTRACTS

During 2010, the Group entered into an arrangement with Qatari Dier Real Estate Co for undertaking the infrastructure development of the plot areas in the Northern and West Water Front of Lusail area. In accordance with the terms and conditions of the agreement, the Group will utilize the proceeds payable to Qatari Dier against the infrastructure development of the said areas.

	31 Dec 2011 QR	31 Dec 2010 QR
Opening Balance	973,313,595	1,052,440,792
Release during the year	448,226,640	78,127,197
Closing balance	<u>627,087,056</u>	<u>975,313,595</u>

12. SHARE CAPITAL

Authorized, Issued and Fully paid-up

32,586,800 Ordinary Shares of QR 10 each

	31 Dec 2011 QR	31 Dec 2010 QR
	<u>328,868,000</u>	<u>328,868,000</u>

13. LEGAL RESERVE

In accordance with the Qatar Commercial Companies Law No. 5 of 2002, 10% of the net profit for the year should be transferred to the legal reserve. The legal reserve is not available for distribution except in circumstances specified in the said Law.

14. DIVIDENDS PAID AND PROPOSED

During 2011, the company paid a Dividend of QR 3 per share totaling to QR 98,960,400 in respect of 2010 profits (2010: QR 2 per share totaling to QR 65,873,600 in respect of 2009 profits).

The Board of Directors resolved in its meeting to propose to the forthcoming General Assembly Meeting of the shareholders the payment of 35% cash dividend (QR 3.5 per share) amounting to QR 115,453,800.

15. INCOME FROM CORE BUSINESS

	31 Dec 2011 QR	31 Dec 2010 QR
Income from Leasing Operations	17,989,648	21,845,413
	2011 QR	2010 QR
Morabaha	17,426,762	21,190,704
Qarah	572,796	654,709
Income from Transportation	58,698,278	39,377,085
Profit on sale of Inventory Property (a)	18,318,924	9,353,944
Income from Real Estate Property Development	<u>612,330,377</u>	<u>357,703,044</u>
	<u>602,247,128</u>	<u>428,279,466</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

16. INCOME FROM CORE BUSINESS (Continued)

(a) Profit on sale of Inventory property

	31 Dec 2011 QR	31 Dec 2010 QR
Revenue from Sale of Inventory Property	329,734,344	118,857,578
Cost of Sales - Inventory Property	(315,415,429)	(109,503,632)
	13,318,924	9,353,946

16. PROFITS FROM INVESTMENTS AND DEPOSITS

	31 Dec 2011 QR	31 Dec 2010 QR
Profit (loss) from AFS Investments	3,677,848	(794,385)
Profit from Bank Deposits	12,610,043	26,015,587
	16,087,891	27,221,182

17. OPERATING EXPENSES

	31 Dec 2011 QR	31 Dec 2010 QR
Cost of Financing - lease leasing	10,297,826	11,461,136
Property Development Costs	255,045,044	195,735,475
Cost of Transportation	30,057,817	9,988,033
Office-Attributable Depreciation	13,899,565	12,873,805
	309,511,061	220,178,449

18. GENERAL AND ADMINISTRATION EXPENSES

	31 Dec 2011 QR	31 Dec 2010 QR
Staff Costs	29,784,924	25,275,745
Depreciation	4,255,070	988,208
Board of Directors Remuneration	4,000,000	4,000,000
Business Promotion	3,084,988	2,864,330
Advertising Expenses	1,932,481	3,421,094
Repairs & Maintenance Expenses	1,400,726	1,182,759
Donation and Charity	1,308,335	151,764
Insurance	1,078,695	1,587,669
Professional and Legal Fees	924,396	960,429
Rent, Licensing and Using	804,577	1,248,152
General Meeting, Telephone, Recruitment Expenses	587,829	790,877
Consumable Expenses	534,470	487,500
Postage, Printing and Stationery	447,868	84,569
Travel Expenses	406,534	382,231
Bank Charges & Commissions	122,478	402,772
Miscellaneous and Gift Expenses	3,829,030	4,384,863
	54,491,277	45,113,038



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

19. RELATED PARTY DISCLOSURES

Related parties represent major shareholders, directors and key management personnel of the company and companies in which they are major owners. During the year there were no such transactions in the nature of related parties.

Key Management Personnel Remuneration

	2011 QR	2010 QR
Directors' Remuneration	4,000,000	4,000,000
Key Management Personnel Remuneration	13,955,820	10,206,539
	17,955,820	14,206,539

20. EARNINGS PER SHARE

Earnings per share is calculated by dividing the net income for the year by the weighted average number of ordinary shares outstanding during the year.

	2011	2010
Net Profit for the Year (QR)	215,449,004	179,826,207
Weighted Average Number of Shares Outstanding	32,986,800	32,986,800
Basic and Diluted Earnings per Share	6.53	5.45

21. SEGMENT REPORTING

Based on the nature of core activities of the business, the Group is segmented into major four operating segments. The major operating segments are given below with their respective revenue and analysis of segment assets and liabilities:

- Financial Lending
- Transportation
- Property Development
- Limousine services

The Group operates geographically in only one segment, being Doha - QATAR

Segment revenue and segment result:

Details	Revenue		Result	
	2011 QR	2010 QR	2011 QR	2010 QR
Financial Lending	77,729,049	51,289,728	24,448,960	21,914,874
Transportation	59,609,744	41,214,331	994,839	2,846,158
Property Development	517,990,277	371,604,136	188,449,209	153,617,172
Limousine & Unallocated	2,354,254	2,338,867	1,555,996	1,548,003
Inter Company	(39,231,992)	(7,629,370)	-	-
Total	818,451,332	453,817,692	215,449,004	179,826,207

The Financial Statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

21. SEGMENT REPORTING (Continued)

Segment assets and liabilities:

	Assets		Liabilities	
	2011 QR	2010 QR	2011 QR	2010 QR
Financial Leasing	683,758,788	531,300,868	150,718,631	146,741,507
Transportation	73,606,880	35,635,905	3,633,809	1,388,484
Property Development	1,098,721,119	1,563,418,282	1,000,021,334	1,316,015,876
Leisure & Unallocated	68,381,829	(5,516,180)	28,228,003	11,731,438
Inter Company	(245,167,750)	(88,000,284)	(245,167,750)	(88,000,284)
	<u>1,699,549,746</u>	<u>2,026,838,601</u>	<u>937,495,427</u>	<u>1,377,877,039</u>

22. CONTINGENT LIABILITIES

	31 Dec 2011 QR	31 Dec 2010 QR
Letter of Guarantees	9,200,000	8,540,000
Capital Commitments	440 Million	809 Million

23. MATURITY ANALYSIS OF ASSETS AND LIABILITIES

31 DECEMBER 2011	Non-current QR	Current QR	Total QR
ASSETS			
Cash and Cash Equivalents	-	382,395,071	382,395,071
Payments and Dues from Customers	710,478,308	304,620,241	1,015,098,548
Available for Sale Financial Investments	87,070,077	-	87,070,077
Inventory Properties	-	46,653,793	46,653,793
Prepayments and Other receivables	1,812,180	63,058,421	64,870,601
Property and Equipment	84,461,630	-	84,461,630
Total Assets	<u>894,822,220</u>	<u>805,727,526</u>	<u>1,699,549,746</u>
LIABILITIES			
Accounts Payables, Accruals and Other Payables	24,734,547	236,812,434	261,543,981
Islamic Financing under Wakalah Arrangements	71,677,531	76,986,860	148,664,391
Amounts Due on Construction Contracts	-	527,087,055	527,087,055
Total Liabilities	<u>96,412,078</u>	<u>840,886,349</u>	<u>937,495,427</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

23. MATURITY ANALYSIS OF ASSETS AND LIABILITIES (Continued)

<u>31 DECEMBER 2011</u>	Non-current QR	Current QR	Total QR
ASSETS			
Cash and Cash Equivalents	—	429,891,828	529,581,325
Installments and Dues from Customers	716,432,336	201,442,894	918,874,423
Available for Sale Financial Investments	47,896,122	—	47,896,122
Inventory Properties	—	380,107,846	380,107,846
Prepayments and Other receivables	1,534,886	78,218,856	80,300,730
Property and Equipment	91,858,535	—	91,858,535
Total Assets	846,680,842	1,178,267,320	2,025,139,601
LIABILITIES			
Accounts Payable, Accruals and Other Payables	—	262,846,197	262,846,197
Islamic Financing under Wakalah Arrangements	92,898,875	48,824,702	141,723,377
Amounts Due on Construction Contracts	827,085,056	446,221,546	1,273,343,505
Total Liabilities	920,983,927	757,892,445	1,377,877,080

24. RISK MANAGEMENT

The activities of the Group expose it to routine financial risks, including the effects of defaults by customers, profit rates and liquidity. The Group seeks to minimize potential adverse effects on the financial performance of the Company by taking appropriate steps to address specific risk management areas, such as profit rate risk, credit risk and liquidity management.

Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Group's exposure to credit risk is limited to the carrying amount of its financial assets which consist primarily of bank balances and financing facilities to customers. Credit risk on bank balances is limited as deposits are placed with banks having good credit rating.

	<u>31 Dec 2011</u> QR	<u>31 Dec 2010</u> QR
Bank Balances	392,229,874	529,567,461
Installments and Dues from Customers	1,013,093,549	918,874,423
Other Receivables	84,870,601	50,800,731
Total	1,472,194,124	1,527,332,615

Equity price risk

Equity price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market. The Group limits market risk by maintaining a diversified portfolio and by continuous monitoring of the developments in the local markets. The Group is subject to equity price risk in relation to its available for sale investments. The Group evaluates the current market and other factors including normal volatility in share price for quoted equities in order to manage its risk.

		Effect on Equity	
Change in equity price		<u>31 Dec 2011</u> QR	<u>31 Dec 2010</u> QR
Cobra Exchange	+/- 10%	8,707,007	4,750,512

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2011 (Continued)

24. RISK MANAGEMENT (Continued)

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity requirements are monitored on a periodic basis and the management ensures that sufficient funds are available to meet any future commitments. The Group also ensures liquidity by diversifying the Group's funding sources and entering into financial arrangements with reputable banks and financial institutions.

The following table details the Group's remaining contractual maturity for its non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial assets and liabilities based on the earliest date on which the Group can be required to pay or expect to receive.

Financial Liabilities At 31 Dec 2011	< 1 Year QR	1 - 5 Years QR	Without maturity QR	Total QR
Accounts payable and accruals	236,882,414	24,751,547	-	261,633,961
Islamic financing under Wakalah arrangements	76,848,850	76,060,823	-	152,909,673
Amounts due on Construction Contracts	-	-	627,087,898	627,087,898
Financial Liabilities At 31 Dec 2010	< 1 Year QR	1 - 5 Years QR	Without maturity QR	Total QR
Accounts payable and accruals	262,840,117	-	-	262,840,117
Islamic financing under Wakalah arrangements	60,136,158	65,677,926	-	125,814,084
Amounts due on Construction Contracts	-	-	973,213,595	973,213,595

Profit Rate Risk

The Group's financing arrangements are solely through Islamic arrangements. Management of the Group believes that these financing arrangements are not sensitive to a change in market profit rates as they are fixed based on the rate applicable at the date of lending.

Capital Management

The Company manages its capital to ensure that it will be able to continue as a going concern while maximizing the return to shareholders through the optimization of the debt and equity balance. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the year and 31 December 2011 and 31 December 2010. Capital comprises share capital of QR 329 Million (2010: QR 329 Million).

25. FAIR VALUES OF FINANCIAL INSTRUMENTS

Financial instruments comprise financial assets and financial liabilities. Financial assets consist of cash and cash equivalent, installments and dues from customers and available for sale financial investments and certain other receivables. Financial liabilities consist of Islamic Financing under Wakalah Arrangements, accounts payable, amounts due on construction contracts and certain other accruals.

Management believes that the fair values of financial assets and liabilities are not materially different from their carrying values.

26. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Critical Accounting Estimates and Assumptions

The Group makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Management uses estimates based on historical loss experience for assets with similar credit risks and characteristics and objective evidence of impairment similar to those in the portfolio when scheduling its future cash flows. The methodology and assumptions used for estimating both the amount and timing of future cash flows are reviewed regularly to reduce any differences between loss estimates and actual loss experience.