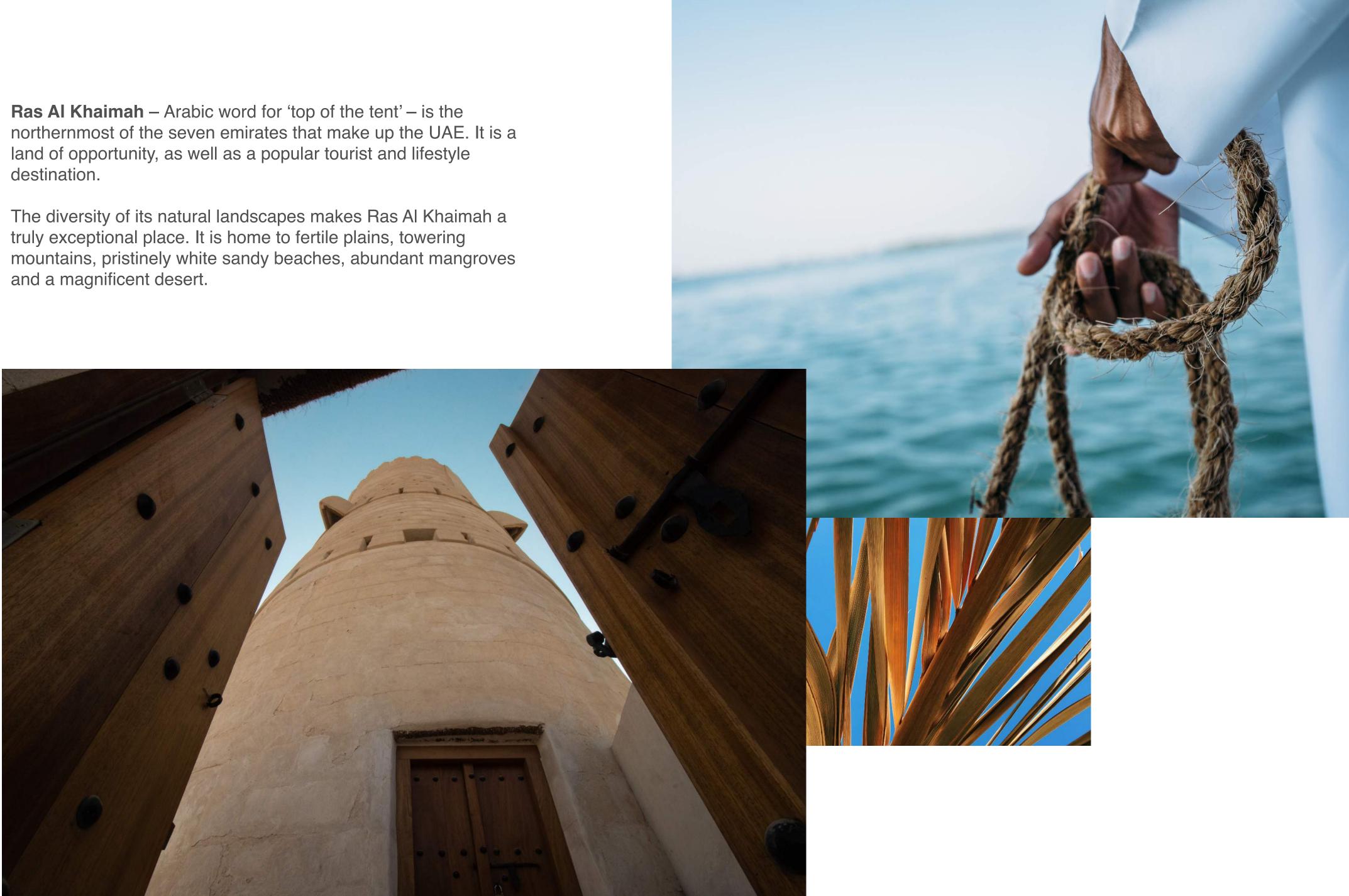
م الألب ال د as al khaimah

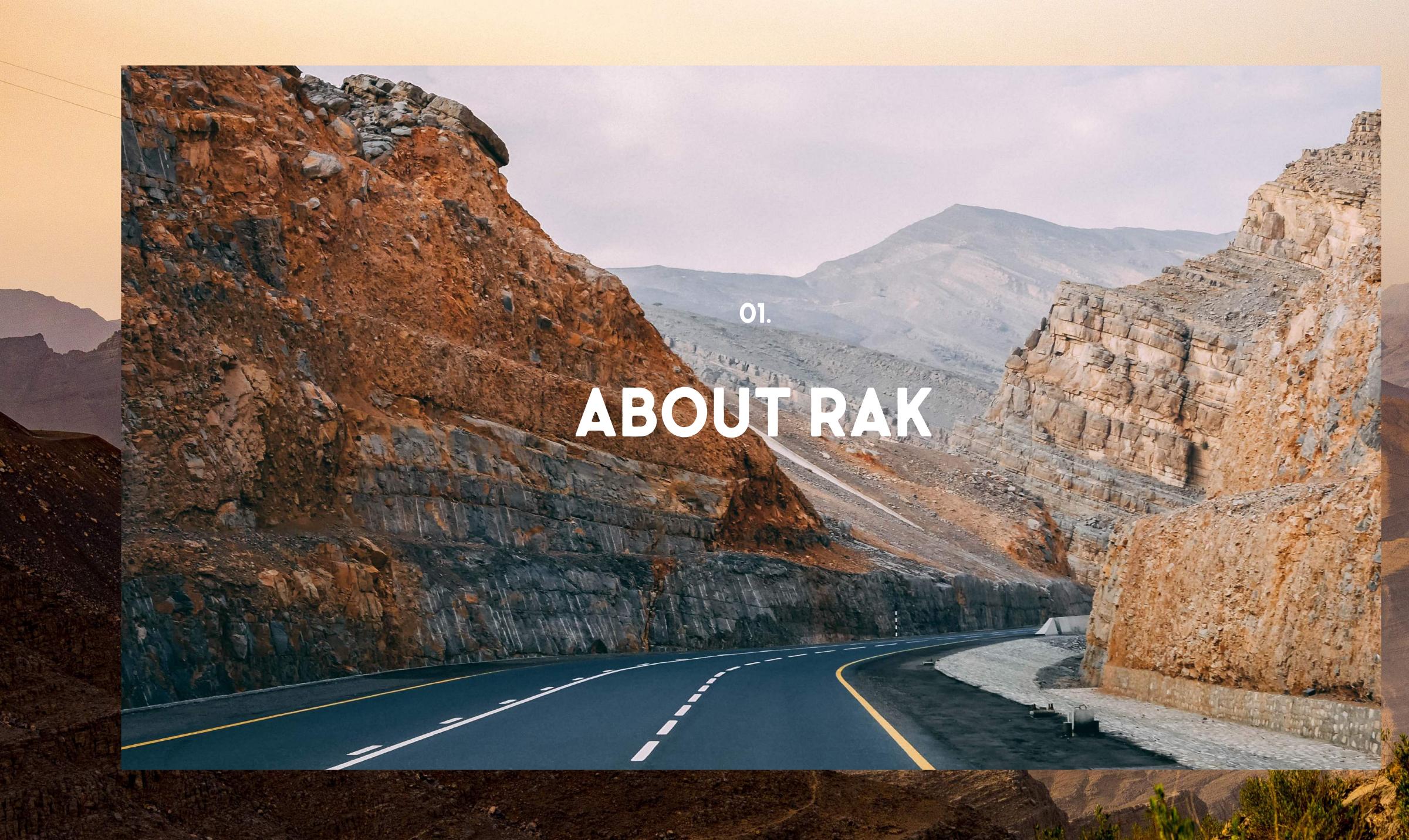


1 Flar at 1813











• London • Frankfurt • Paris

• Geneva

New York

GLOBALLY CONNECTED

The World Bank has ranked the United Arab Emirates 1st in the MENA region and 11th globally for ease of doing business. It was also ranked as the 16th (out of 137) most competitive nation in the world in a report published by the World Economic Forum.



8hrs

4 hours away from 31% of the world's population, representing 11% of global GDP.

8 hours away from 76% of the world's population, representing 53% of global GDP.

Ras Al Khaimah

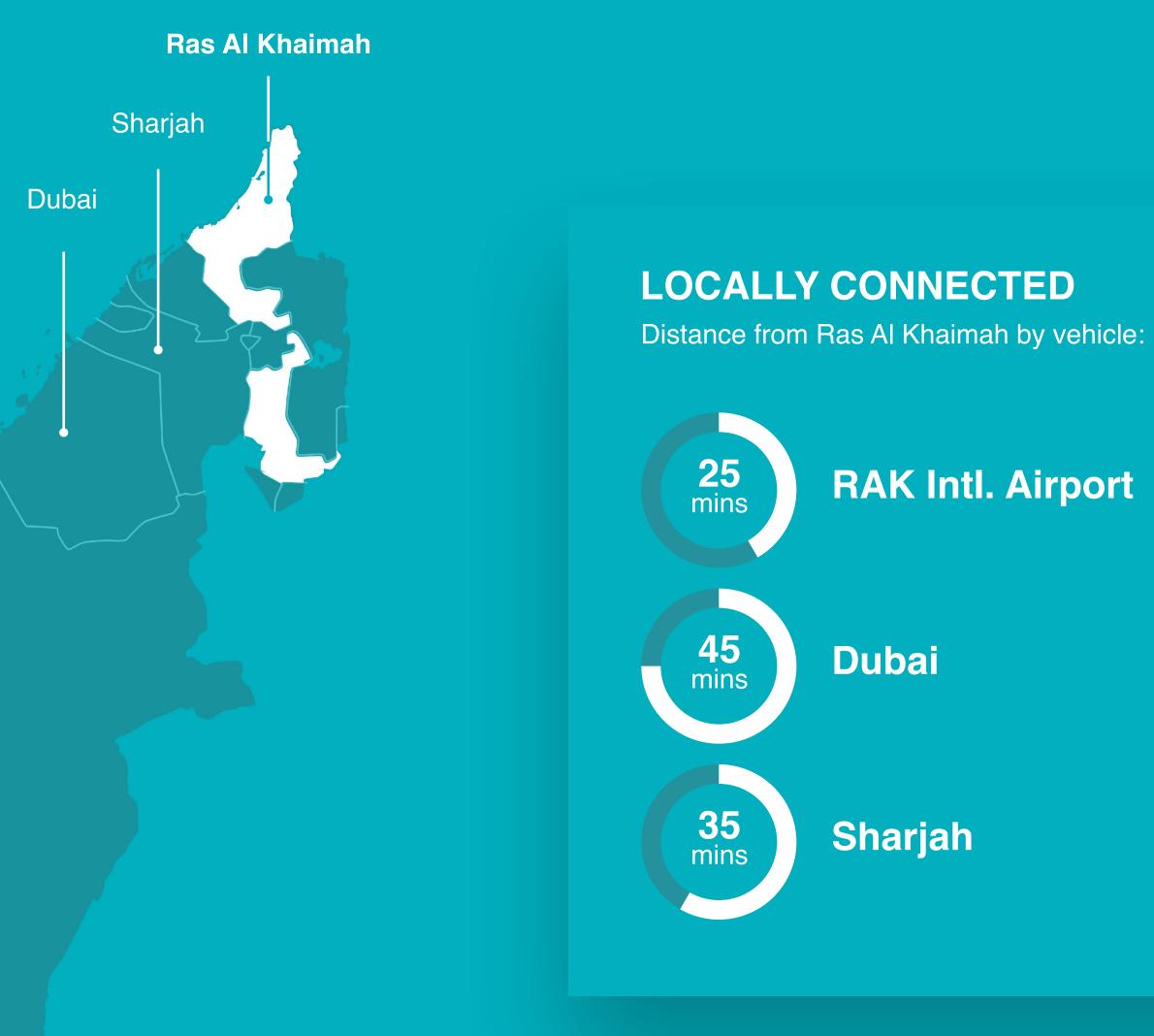
• Moscow

Mumbai

• Singapore

Hong Kong







The UAE is home to over 200 nationalities. It declared 2019 the **"Year of Tolerance"**. The country actively promotes gender equality and is a regional benchmark for women's rights.







It encourages **religious freedom** by hosting numerous churches and temples.

EXCEPTIONAL FEATURES

64km of picturesque coastline

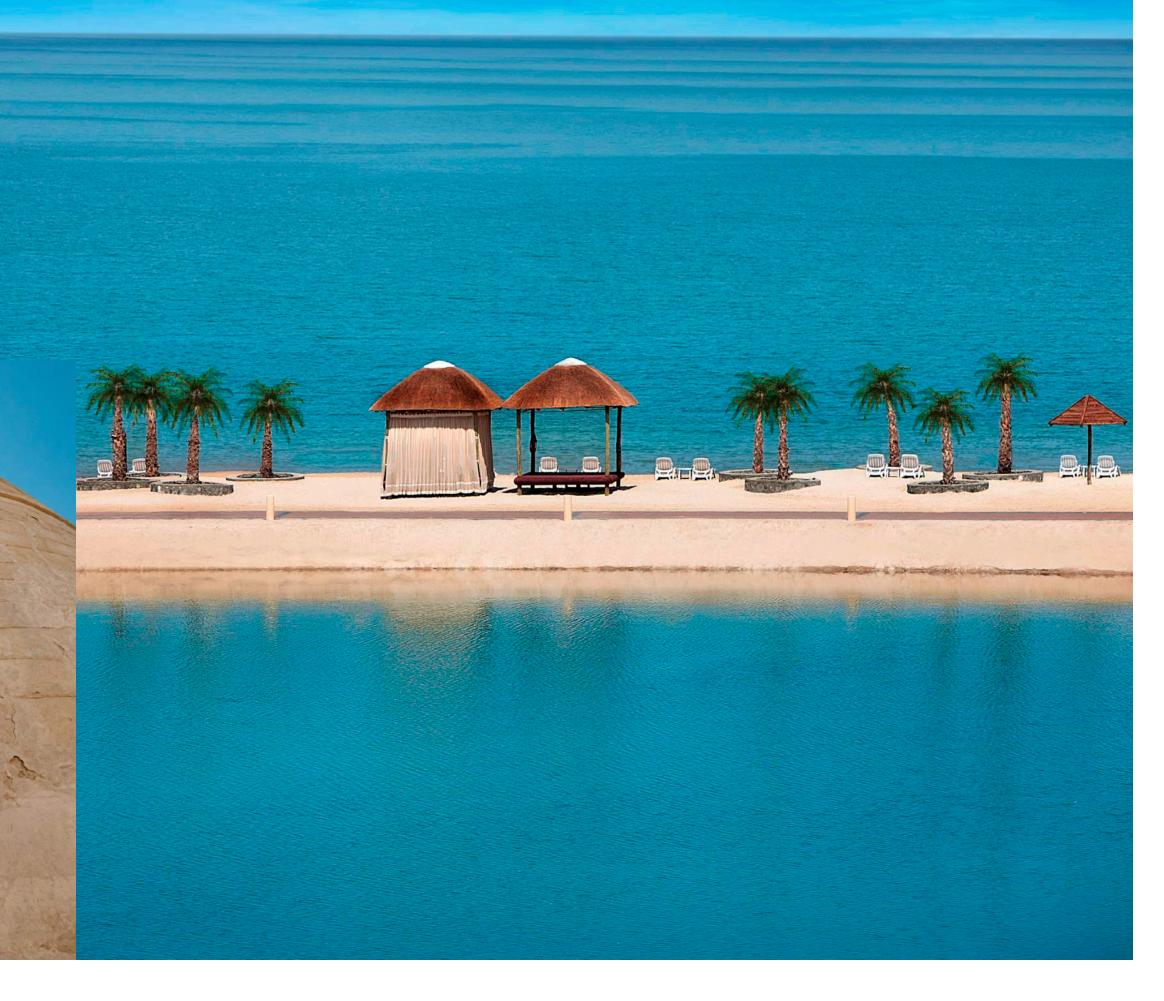
With its spotless beaches and top-notch golf resorts that adhere to international standards, Ras Al Khaimah is a prime locale for enjoying water and desertbased leisure activities.

7,000 years worth of cultural treasures

Ras Al Khaimah's world-renowned heritage comprises a variety of historical sites that include Dhaya Fort, Al Jazira Al Hamra and the RAK National Museum.







THE EXTRAORDINARY JEBEL JAIS

As the highest peak in the UAE, Ras Al Khaimah's Jebel Jais mountain is ideal for hikes, bike rides and 4x4 treks. The area is also home to the world's longest zipline, a via ferrata and a viewing deck.

MAIN ATTRACTIONS

ADVENTURE SPORTS

- The world's longest zipline
- Diving, snorkeling and hiking
- Desert safari Bedouin camp

NATURAL ATTRACTIONS

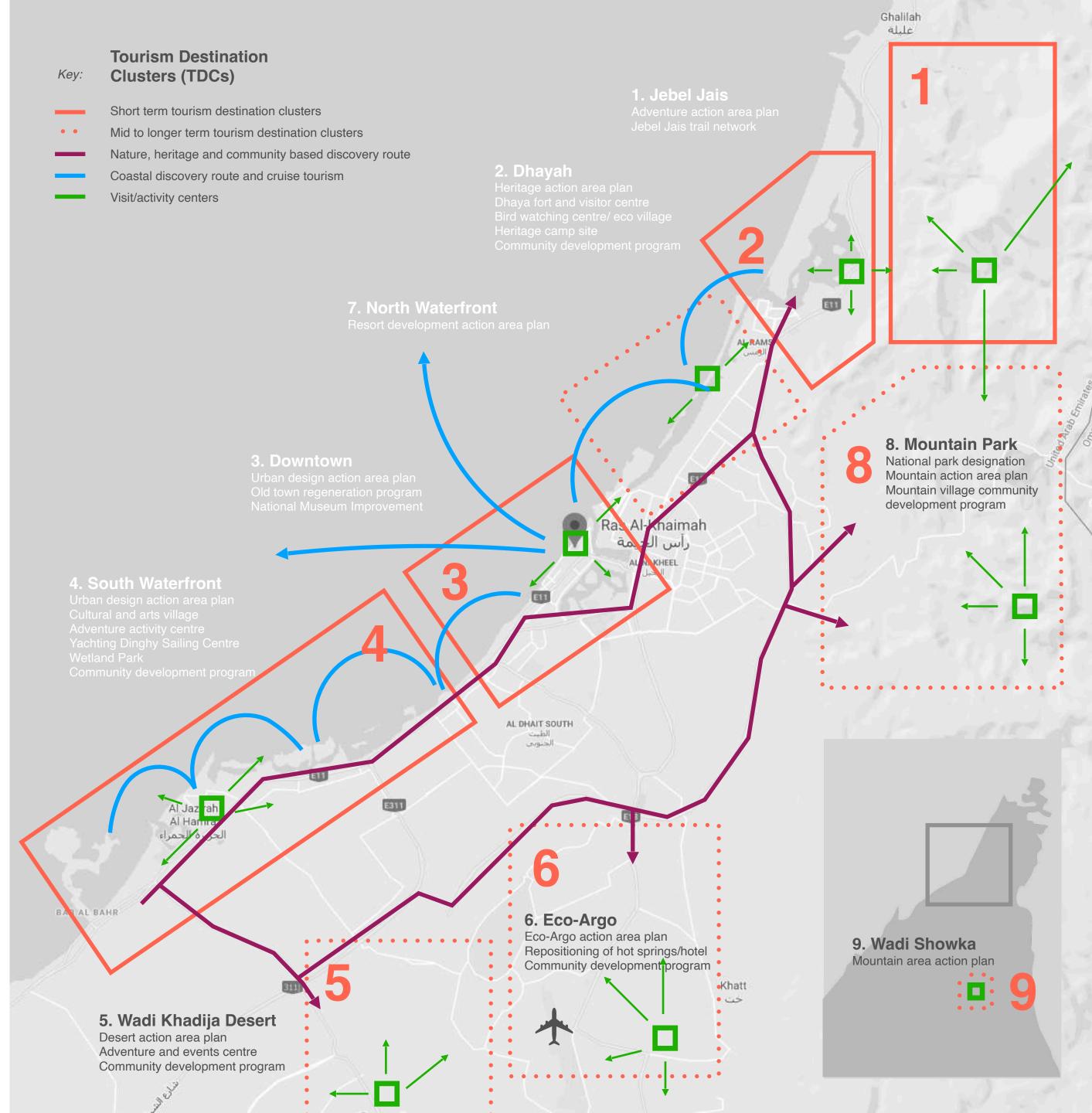
- Hajar mountains
- Khatt springs
- Jebel Jais
- Ras Al Khaimah natural beaches

AL MARJAN ISLAND

Global Beach and Resorts
 Destination

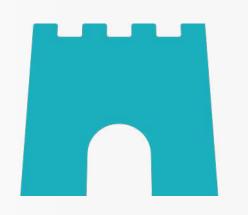
MUSEUMS & CULTURAL SITES

- Ras Al Khaimah National Museum
- Dhaya Fort
- Jazirat Al Hamra



o2. INVESTMENT ENABLERS

UNIQUE ASSETS



CULTURE

Archeological findings dating back to 5,000 BC

Area continuously inhabited for 7,000 years

18 historic forts, castles and towers

Offers unique perspective of the UAE and Ras Al Khaimah heritage



MOUNTAINS

Jebel Jais, the UAE's tallest mountain at 1,934 meters

Offers views of the coastline and valleys

Up to 10°C temperature drop differential compared to the coastline

Offers hiking, rockclimbing, off-road trails and longest zipline in the world.



DESERT

One of the UAE's most accessible and scenic desert landscapes

Easily accessible from both the beach and the mountains

Unique fauna and flora with dedicated nature reserves

Offers off-roading, camping and safari experiences



COAST LINE

A unique and striking coastline

White sand beaches and crystal-clear waters

Natural Mangroves

Offers water sport activities

INVESTMENT CLIMATE



POLITICAL & ECONOMIC STABILITY

One of the most stable political systems in the greater Arab region

Strong economic growth

Diversified and businessfriendly economy



GEOGRAPHIC ADVANTAGES

Strategically located on the axis of the GCC, Asia and Africa.

Direct trade routes to growing GCC market as well as India and Africa.

Highly developed ports and access to major sea routes.



FAVOURABLE BUSINESS ENVIRONMENT

The Middle East and Africa's highest-ranked economy by the World Bank

Hosts 400 of the world's Fortune 500 companies



MODERN INFRASTRUCTURE

High-end telecommunication facilities and IT Infrastructure

Premium logistics infrastructure

FDI ADVANTAGES

We offer our investors a host of attractive benefits: 100% foreign ownership, 100% repatriation of capital and profits, in addition to 100% utility availability. Investors also enjoy 0% corporate and personal tax, and VAT of only 5% (as of 2018).

100% Foreign

Ownership

0% **Corporate Tax** 100% 100% **Repatriation of**

Capital & Profits

0%

Personal Tax

Availability of Utilities

5% **VAT** as of 2018

FDI INFRASTRUCTURE



REGULTORY

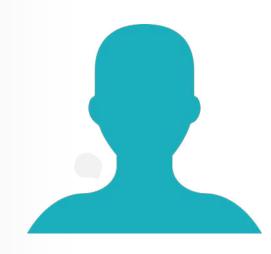
Foreign ownership for free zone businesses

Freedom to source labor

Access to local market through a local agent

No stringent localization policies as compared to other GCC countries such as KSA.

Offers arbitration in DIFC Jurisdiction



SERVICE LEVEL

One-stop shop for a comprehensive range of services, including registration, customs, construction and labor permits

Tie-up with DIFC for legal arbitration

Single point of contact for tenants through dedicated relationship managers





COST POSITIONING

Competitive utility rates

Competitive labor costs

Competitive land lease rates, open to more attractive lease models

Options for on-site labor accommodation.

FINANCIAL

No customs duty on re-exported goods for free zone businesses

Additional case-specific financial incentives (sign-on incentives)

FITCH A RATING

With an 'A' rating, Ras Al Khaimah continues to be a great investment option

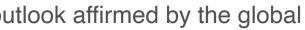
RAS AL KHAIMAH - Ras Al Khaimah has had its 'A' rating with a stable outlook affirmed by the global agency Fitch Ratings.

Fitch has maintained Ras Al Khaimah's 'A' rating for more than 10 years and the agency highlighted to Emirates's low and declining Government debt burden and high GDP per capita as key rating drivers.

Fitch experts "the debt of the Government to fall to below 20% of GDP in 2019," which is, "well below the 'A' category median," based on sustained fiscal surpluses. The ratings agency forecasts a fiscal surplus of 2.7% of GDP in 2019.

This robs fiscal outlook is underpinned by prudent management as well as "a relatively diversified economy dominated by manufacturing and services".

The full list of Fitch rating for Ras AI Khaimah is as follows: Long-Term Foreign-Currency IDR affirmed at "A' Outlook Stable. Short-term Foreign-Currency IDR affirmed at "F1+". Short-term Local-Currency IDR affirmed at "F1+". Country Ceiling affirmed at 'AA+'. Issue ratings on RAK Capital's seniorunsecured foreign-currency bonds affirmed at 'A". - SG





FitchRatings







RAK PORTS







RAS AL KHAIMAH ECONOMIC ZONE





KEY STRATEGIC PARTNERSHIPS























Investment and Development Office Government of Ras Al Khaimah



03. TOURISM OUTLOOK

GDP OUTLOOK



200%

The economy of Ras Al Khaimah's growth over the past decade



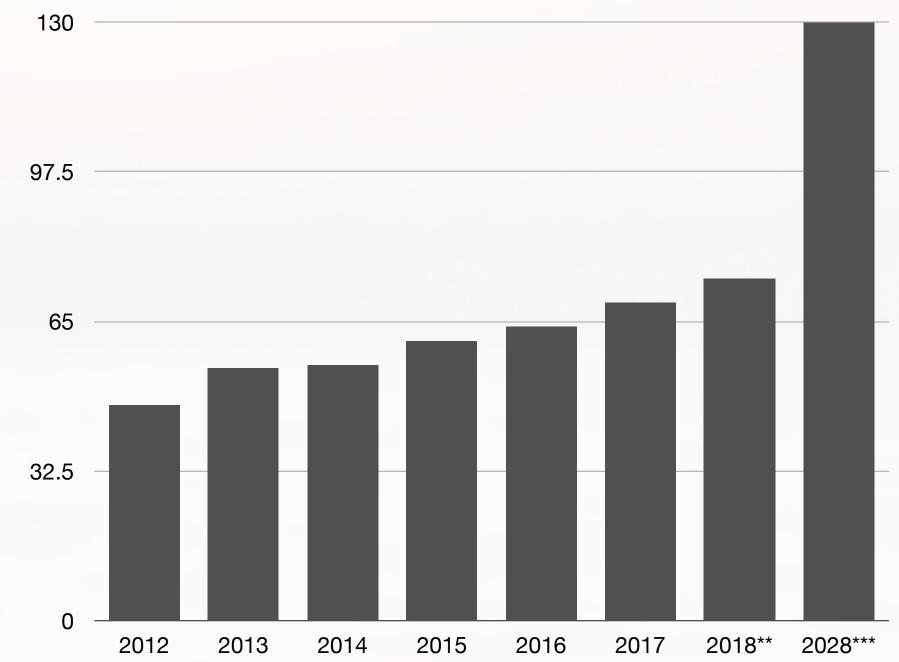
\$9.8 billion

RAK GDP, 2018; growing at 3% p.a



3-4%

of the emirate's GDP is attributed to the tourism sector



Direct tourism contribution to the GDP of the United Arab Emirates from 2012 to 2028 (in billion AED)*

Tourism is a significant contributor to the UAE's economy

Value in billion United Arab Emirate Dirham

QUICK FACTS

REASONS TO INVEST IN RAK

Even as it remains true to its rich heritage and natural resources, Ras Al Khaimah is constantly evolving and moving forward. The integrity of this approach is certainly an added incentive for investors.



3.58m Tourist nights

4,015 Rooms under development

64 Kilometers of beach

3.21 Tourist average length of stay

6,673 Hotel rooms

1,934

Meters elevation for Jebel Jais



Minutes from Dubai Intl. Airport

GROWTH TRENDS

RAK has attracted 1.12 million visitors in 2019 and is on track to

achieve the arrival target for 2030

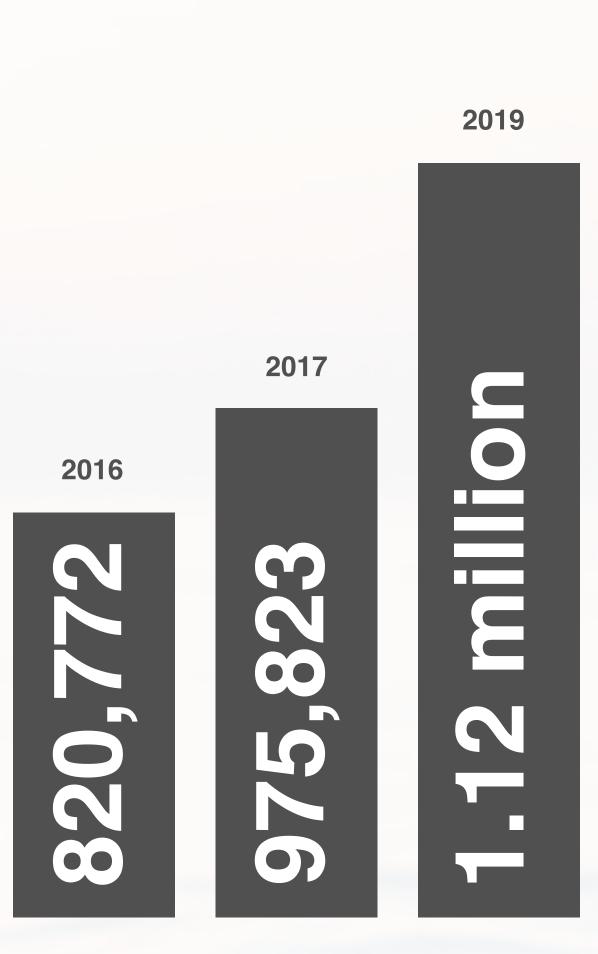
Revenue contribution to GDP target for 2030



AED 3.5 billion



20,000 **Required rooms**



0 0

2030

INTERNATIONAL PERFORMANCE BY OCCUPANCY

Ras Al Khaimah performance

Stable occupancy of 74%, with an ADR* of \$154, over the past 3 years compared to 23 cities.

Demonstrates that Ras Al Khaimah is steadily developing as an attractive destination.

Investors have taken notice of the government strategy to foster the development of the entire emirate via projects like the world's longest zipline and the viewing deck, as well as a variety of others that support a continued growth trajectory.

*Average Daily Rate



Algrave **Aaldives** Marbella Salalah Cancun Bahrain Muscat Fujairah Nice Dubai Cannes Khaimah Phuket Ibiza Sardinia Athens Canary Islands Mallorca El Sheikh Dubrovnik nta Cana Abu Dhab Sharm g Ľ

INTERNATIONAL PERFORMANCE BY RevPAR*

Relative Performance

The RevPAR performance achieved in Ras Al Khaimah between 2016 and 2018 positions the destination amongst the top markets.

Compared to prime European leisure destinations

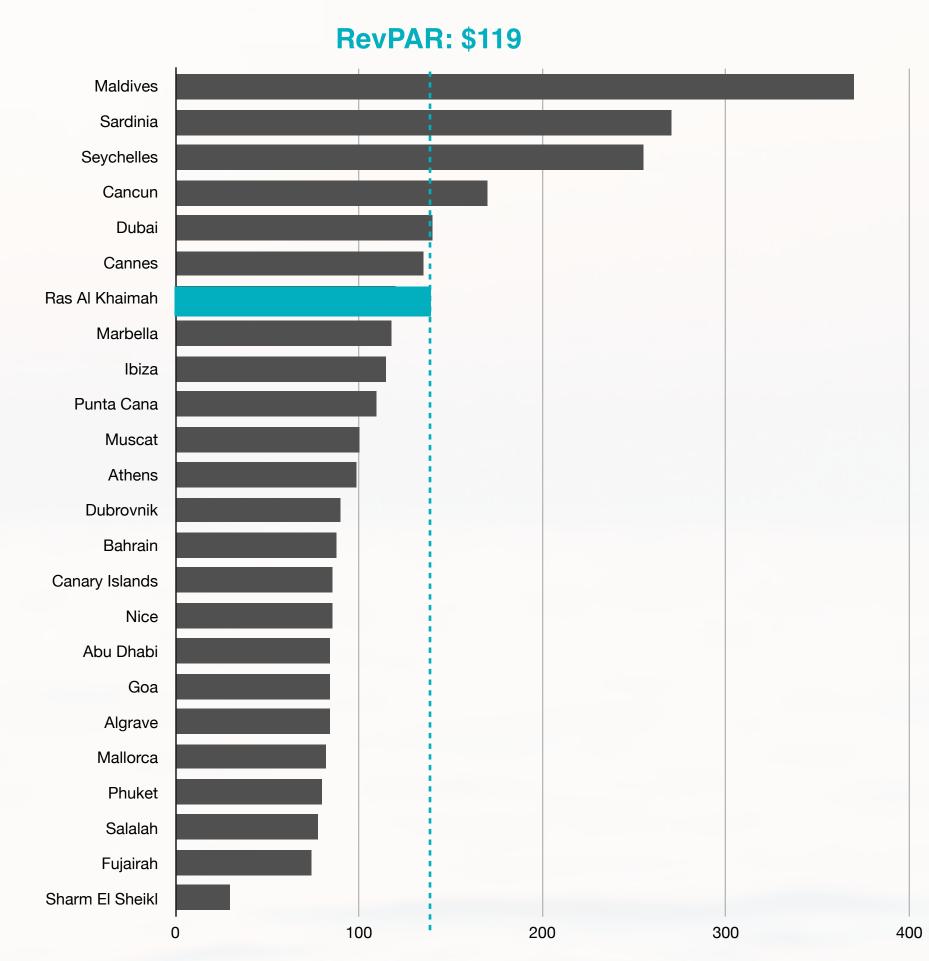
Ras Al Khaimah has performed on par with some of the world's most popular destinations.

Compared to other European destinations

Ras Al Khaimah's hotel market is generally outperforming even established European destinations in terms of top-line performance.

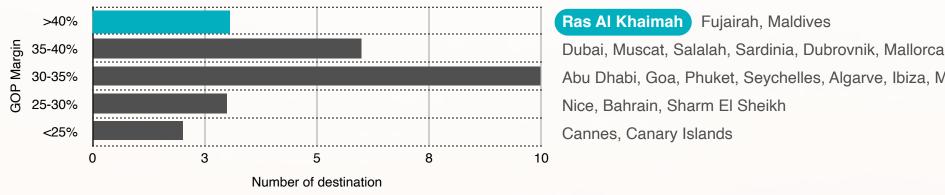
*Revenue Per Available Room

RevPAR in USD

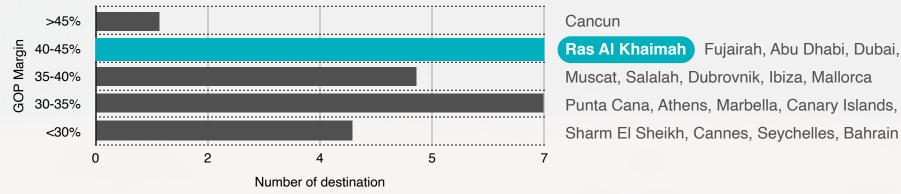


PROFITABILITY LEVELS

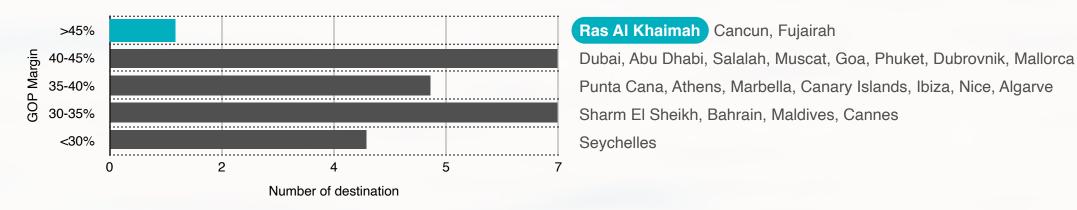
Ras Al Khaimah top 3 destination in the 5-star gross operating profit margin



Ras Al Khaimah top 10 destination in the 4-star gross operating profit margin



Ras Al Khaimah top 3 destination in the 3-star gross operating profit margin



Abu Dhabi, Goa, Phuket, Seychelles, Algarve, Ibiza, Marbella, Athens, Cancun, Punta Cana



5* hotel performance

Affordable labor expenses, coupled with the high RevPAR performance, ensure that Ras Al Khaimah can achieve the highest operating margins.

Ras Al Khaimah Fujairah, Abu Dhabi, Dubai, Goa, Phuket, Sardinia Punta Cana, Athens, Marbella, Canary Islands, Nice, Algarve, Maldives



4* hotel performance Aside from Cancun, Ras Al Khaimah records the highest GOP margin in the 4-star hotel segment.

Punta Cana, Athens, Marbella, Canary Islands, Ibiza, Nice, Algarve



3* hotel performance Ras Al Khaimah records the highest GOP margin in the 3-star hotel segment.

DIVERSIFIED **SOURCE MARKET**

International vs domestic visitor arrivals, 2022

The new strategic plan by the RAK Tourism Development Authority (RAKTDA) targets a more diversified tourist market base that stabilizes demand and reduces exposure to a small number of markets.



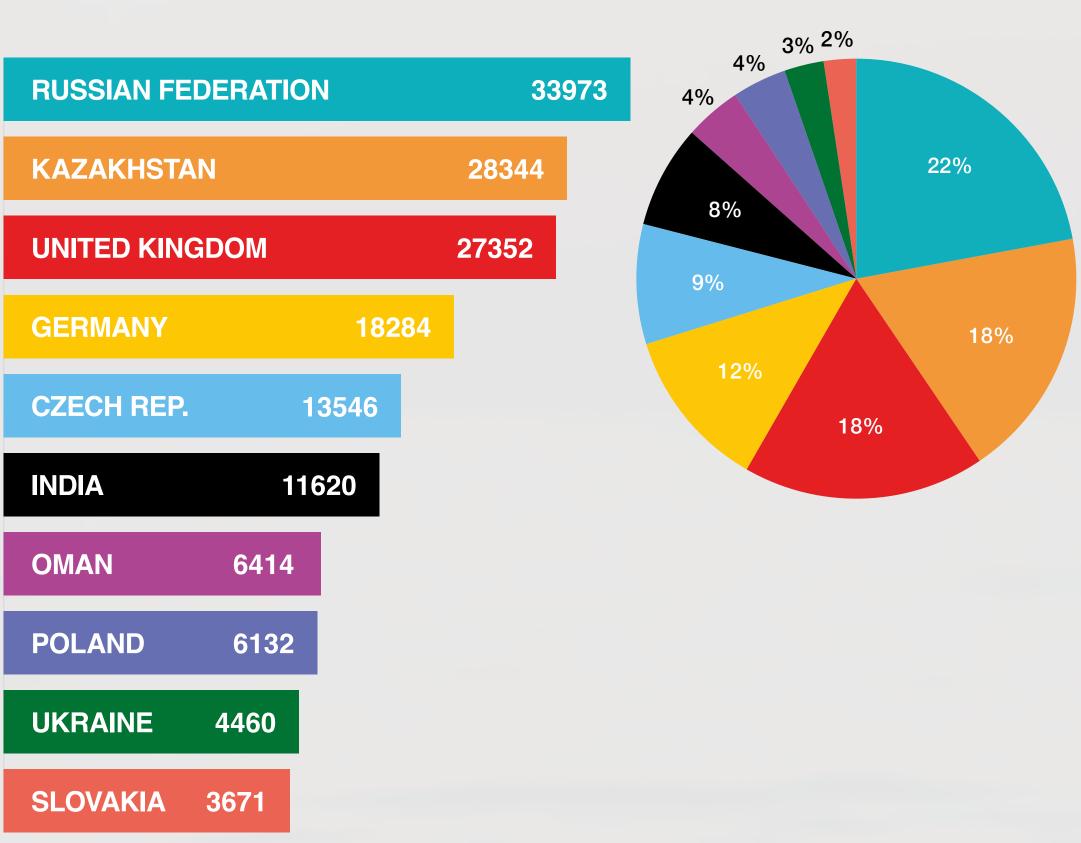
DOMESTIC **ARRIVALS**







+



INTERNATIONAL SOURCE MARKETS

MARKET SHARE

CURRENT ACCOMMODATION SUPPLY

Ras Al Khaimah (JUL 2022)

3,874 **Hotel 5 Stars** $\star\star\star\star\star\star$

125

Hotel 2 Stars

 $\star\star\star\star\star\star$

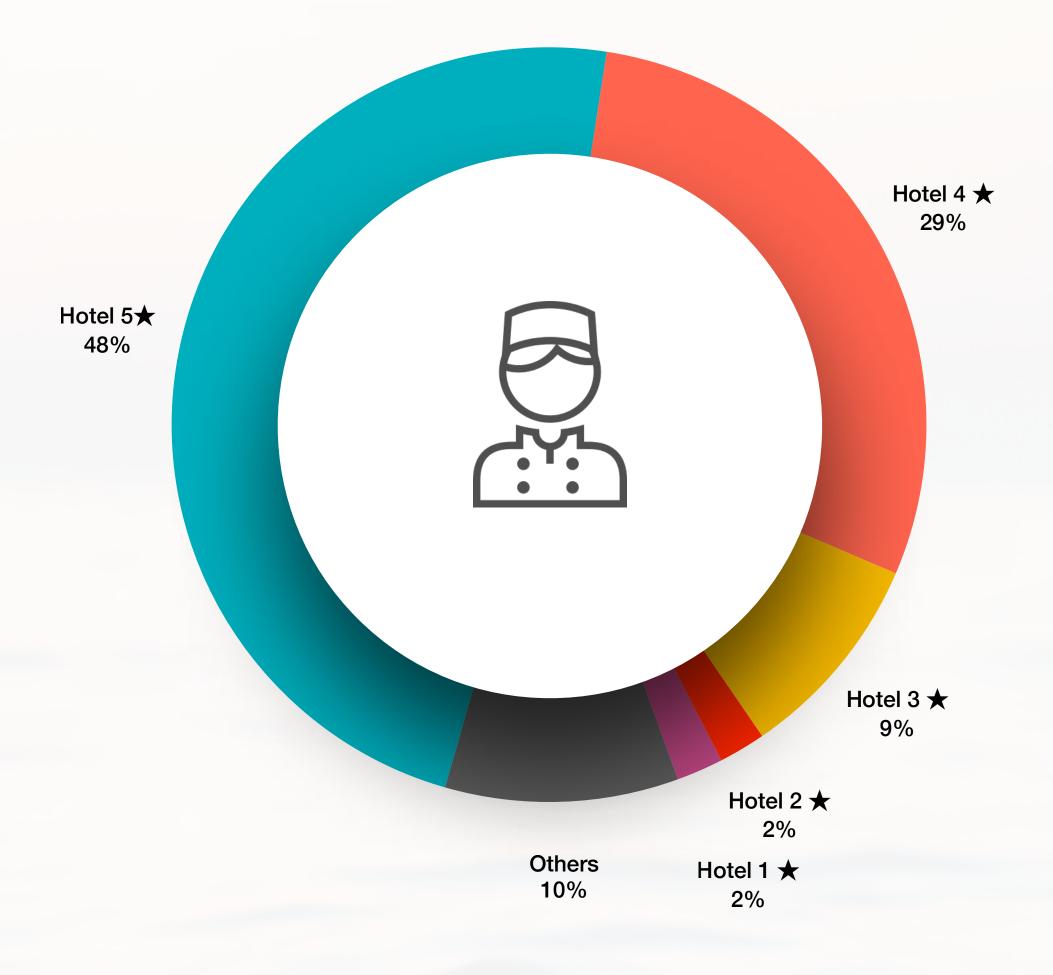
2,329 Hotel 4 Stars $\star\star\star\star\star\star$

138 Hotel 1 Star **** 764 Hotel 3 Stars $\star\star\star\star\star\star$

900

Others

As of Aug 2022, Ras Al Khalmah has a total inventory of 8,130 keys including 7,230 hotel keys (1-star to 5-star) and 900 keys representing other accommodation such as hotel apartments, guest houses and holiday villas



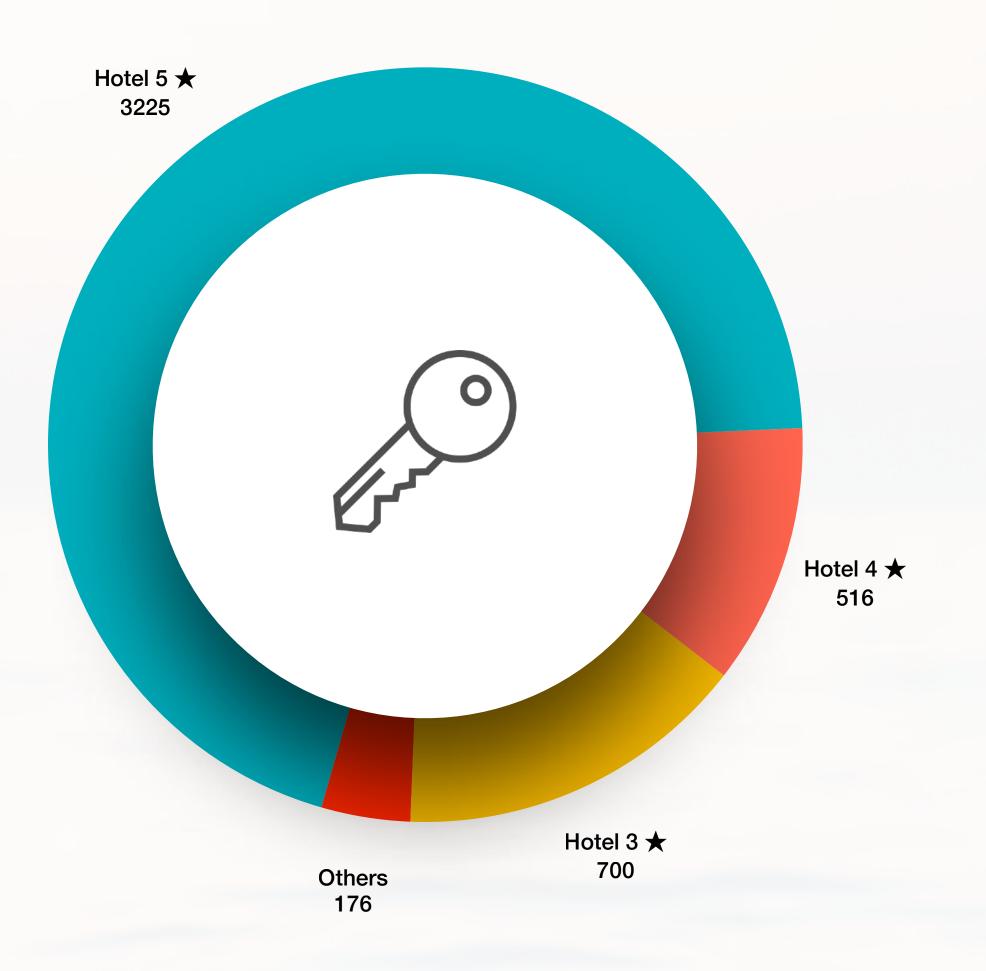
FUTURE ACCOMMODATION SUPPLY

Future supply (room keys) by category (2022 - 2025)

As of Aug 2022, we recorded a total of **8,180 ROOM KEYS** under development in Ras Al Khaimah. This will bring new international brands to the destination over the next few years, such as The Address, Radisson, InterContinental, Marriott, Movenpick and Four Points by Sheraton.

Hotel room keys in pipeline (2021 - 2023)

2022 8,180 2023 9,128 2024 11,547 2025 12,747



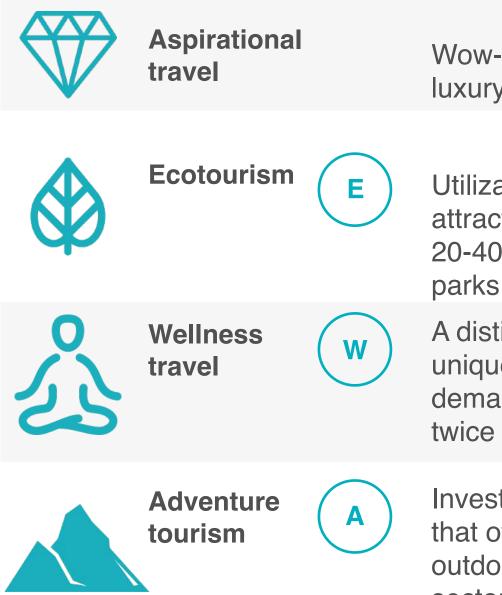
INVESTMENT OPPORTUNITIES

04.



TRENDS AND INVESTMENTS

Global trends



Wow-factor investments in reward-seeking assets like luxury hotels and resorts.

Utilization of unique assets and the natural terrain to attract tourists and tourism investment. Attracts 20-40% of all global tourists. Eco-concepts include parks, retreats and mountains.

A distinct, year-round product that encapsulates the unique natural attributes and satisfies a growing demand for micro-escapes. The sector is growing twice as fast as overall tourism.

Investments flowing toward various tourism services that offer many different organized activities, such as outdoor recreation. One of the fastest growing tourism sectors (longer stays, higher spend).

Investment type

Turnkey project

SMTEs, pop-up hotels, themed destinations



PRODUCT SEGMENTATION

Segment

Hospitality development

Туре

Turnkey hotel opportunities

Tourism attractions

SMTE opportunities



Examples

Beach resorts Desert retreats Boutique hotels Eco-lodges & pop-up hotels Extended-stay properties Managed holiday homes Wellness resorts Retirement projects

Human slingshot/bungee and giant swing Alpine coaster Canyon park Horse riding at Jais Mangrove adventure park Skydive and aviation hub

Entertainment

Opportunities / concepts







Beach clubs Shows/gaming events Food trucks/F&B concepts Activation concepts Surf district concept Entertainment parks



HOSPITALITY DEVELOPMENT

All States







Rixos Bab Al Bahr **647 keys**



Marjan Island Resort & Spa 299 keys



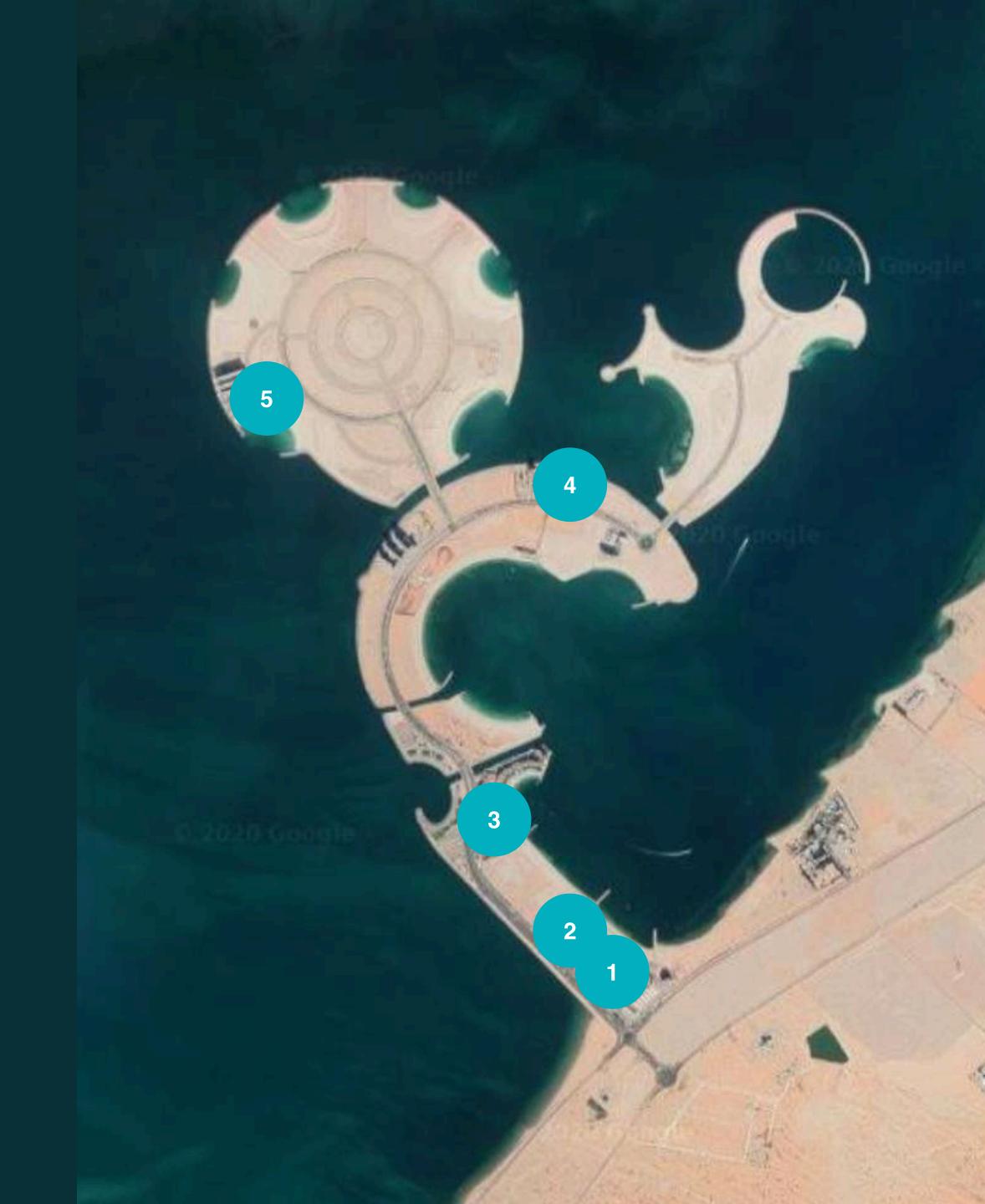
Bab Al Bahr Residences **512 units**

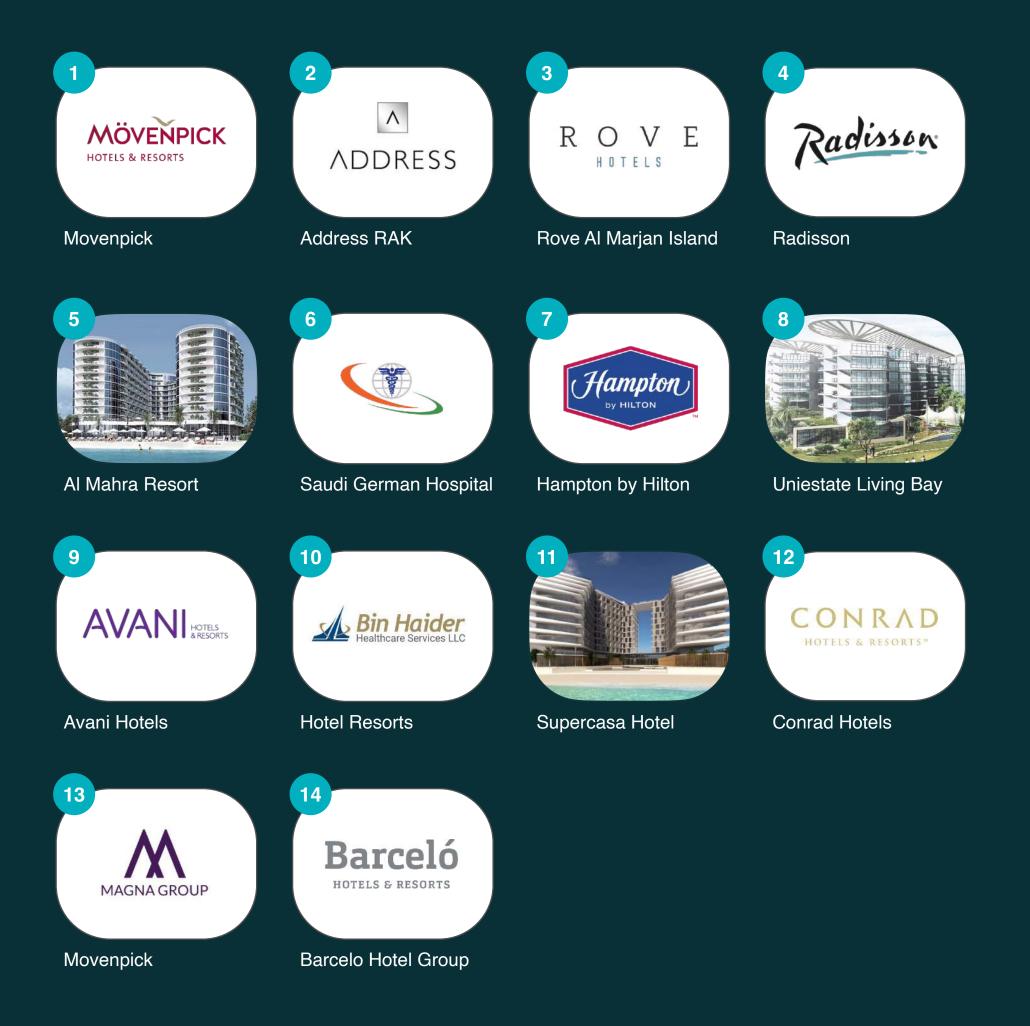


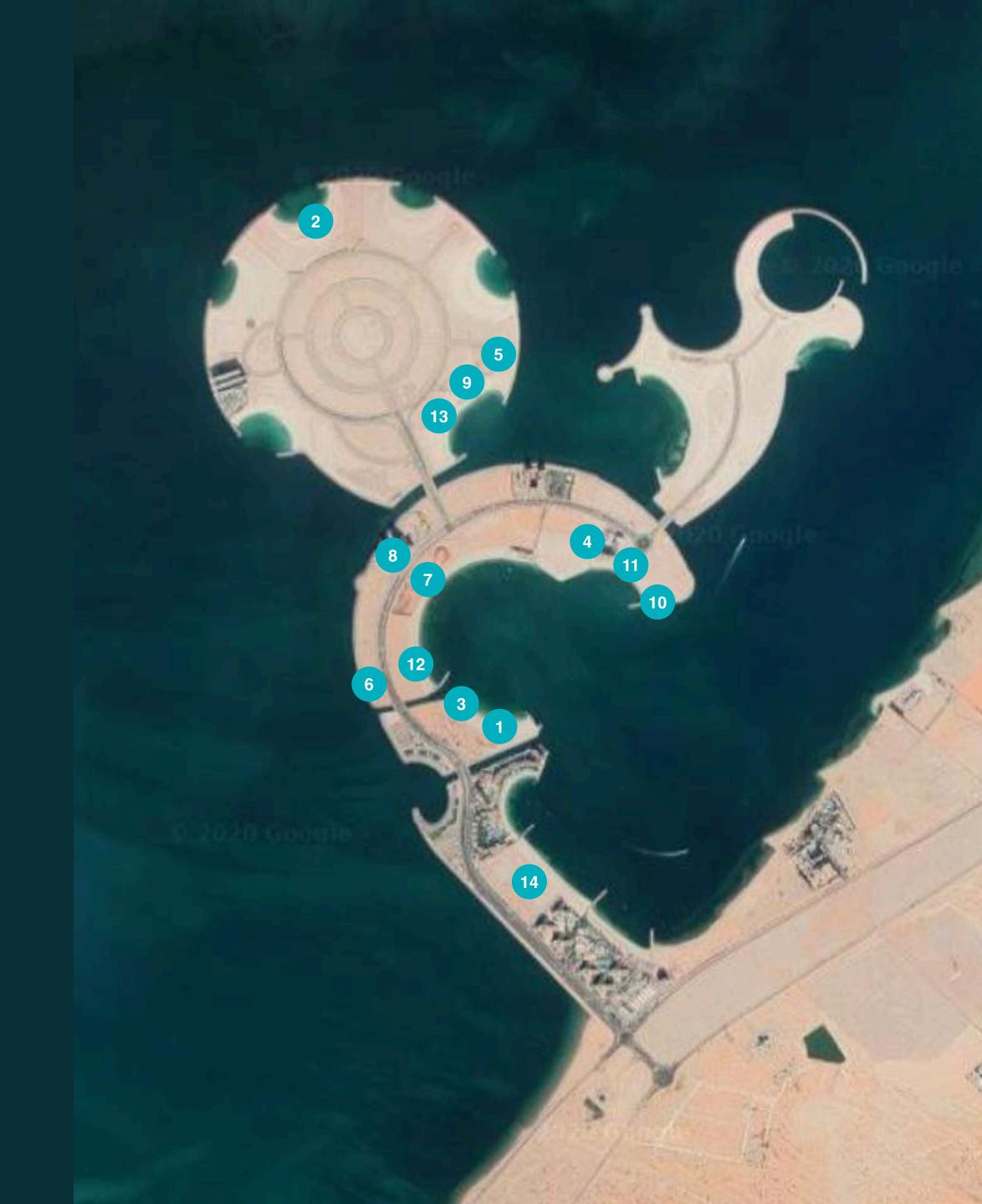
Double Tree by Hilton 723 keys



Pacific Development 1,440 units







TURNKEY PROJECTS

LAND SALE

- Land sale on Al Marjan Island for a variety of uses, including:
 - Hospitality
 - Mixed use
 - Residential
 - Retail
 - Leisure
- Land sale with pre-approved operator offering incentives such as operating profit guarantees over an extended period
- Healthcare/wellness
- Staff accommodation

Ticket size: USD 5 - 10 million

TURNKEY INVESTMENT

- Rove Hotel:
 - 441-key, 3-star beachfront hotel on Al Marjan Island
 - Developer-provided, minimum operating profit guarantee of 7% over 7 years
- Barcelo Hotel:
 - 602-key, 5-star beachfront hotel on Al Marjan Island
 - Developer-provided, minimum operating profit guarantee over 10 years

Ticket size: USD 80 - 160 million

JV's & FINANCING

- JV structure with:
 - Hotel operator
 - Retail operator

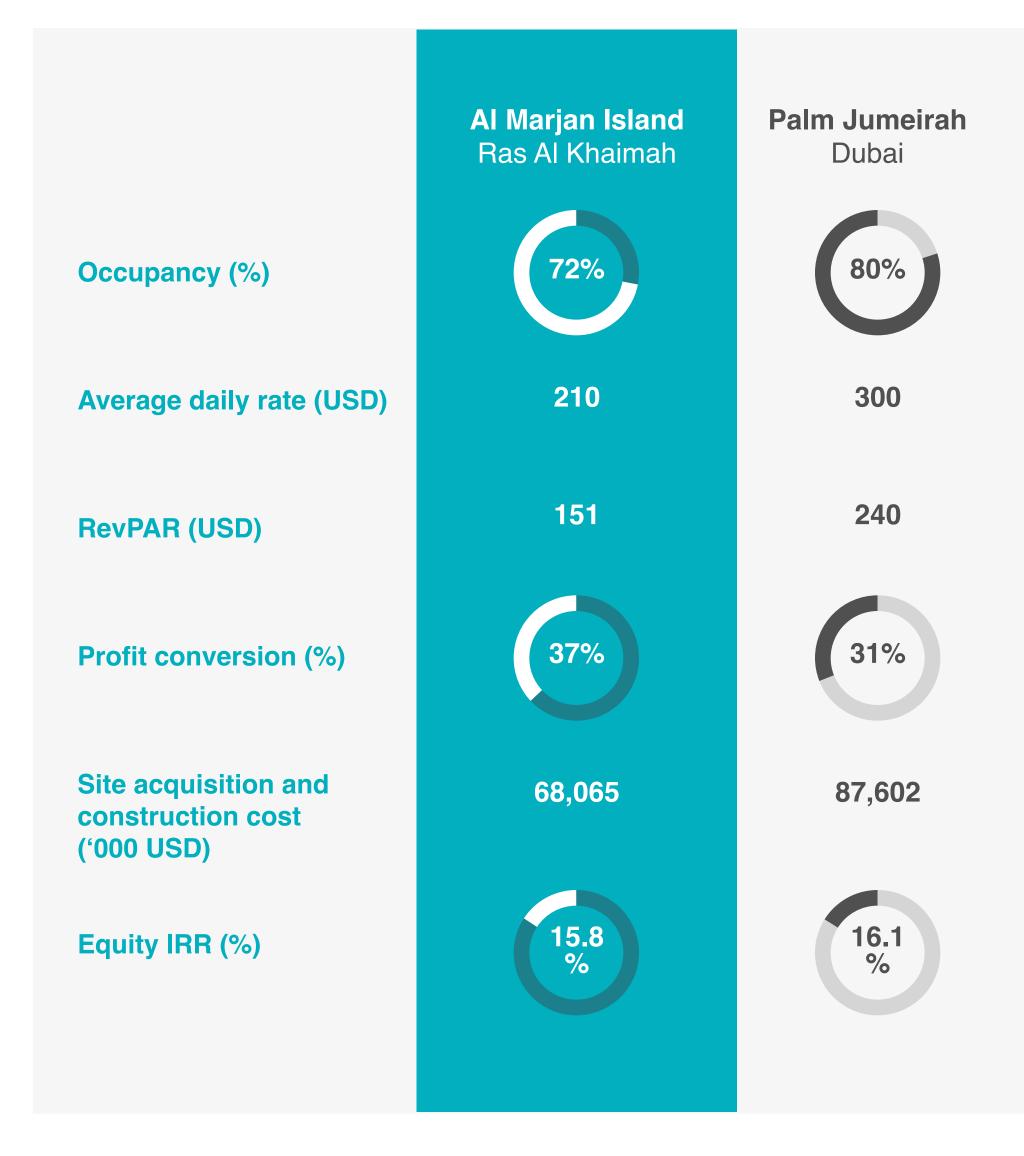
DEVELOPMENT MANAGEMENT SERVICES

 Development management of a real estate project on behalf of clients like hotel operators and owners, and high-net-worth individuals.

Ticket size: Over USD 10 million

Fees: 3 - 5% of construction budget

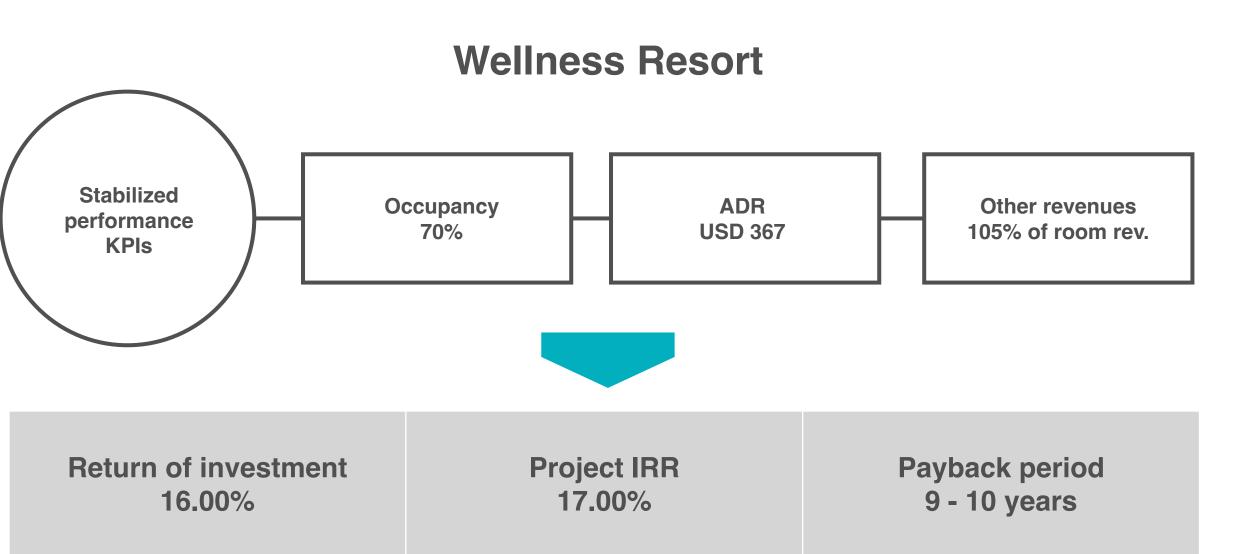
ESTIMATE OF POTENTIAL RETURNS FOR A HYPOTHETICAL 200-KEY HOTEL INVESTMENT







Sample land area:	1 SqFt
Floor area ratio:	0.32
GFA:	0.32
Land price:	USD 95 per SqFt (Land)
Construction cost:	USD 205 per SqFt (GFA)
Soft cost:	8.00% of construction cost
Opex to revenues:	55% of revenues
Exit cap rate:	9.00%



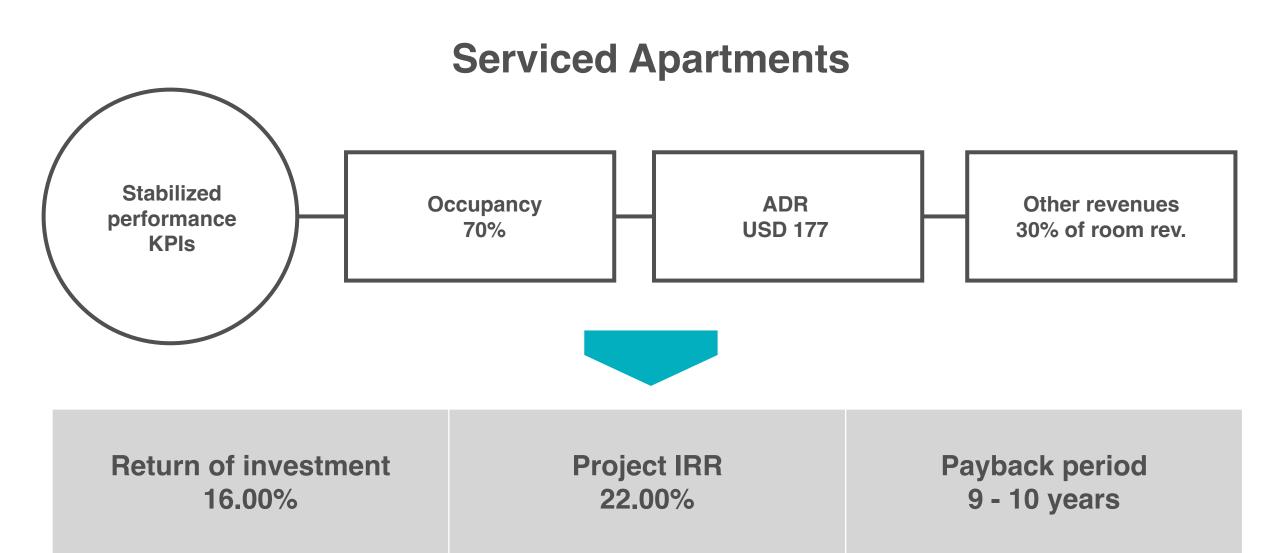
Cash flow is based on USD per SqFt of land

Project cash flow USD MN	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Revenues				54	55	57	58	60
Opex				(30)	(30)	(31)	(32)	(33)
Land cost	(67)	(29)						
Construction cost	(20)	(20)	(13)	(13)				
Professional fees	(4)	(1)						



Assumptions

Sample land area:	1 SqFt
Floor area ratio:	2.75
GFA:	2.75
Land price:	USD 95 per SqFt (Land)
Construction cost:	USD 122 per SqFt (GFA)
Soft cost:	8.00% of construction cos
Opex to revenues:	55% of revenues
Exit cap rate:	9.00%



Cash flow is based on USD per SqFt of land

Project cash flow USD MN	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Revenues				187	192	197	202	207
Opex				(103)	(106)	(108)	(111)	(114)
Land cost	(67)	(29)						
Construction cost	(101)	(101)	(67)	(67)				
Professional fees	(22)	(5)						



Over the past few years, there has been increased focus on nature-based, outdoor adventures centered around Jebel Jais. A number of attractions has been successfully launched since last year.

JEBEL JAIS HIKING

JAIS SKY MAZE



VIEWING DECK PARK

JAIS SKY TOUR





Ras Al Khaimah's Jebel Jais is the UAE's highest peak, standing at a majestic 1,934m. With modern road accessibility and infrastructure, the mountain is home to a number of adventure tourism destinations and is ripe for more.

A new zipline tour, bull maze, bungee and climbing tower will make adventure accessible to the whole family in 2019.











ELUM 10

With a focus on Jebel Jais as the region's nature-based adventure hub, we will introduce authentic and sustainable brand experiences.









Ras Al Khaimah's Jebel Jais is home to the World's Longest Zipline, certified by the Guinness World Records!











Navigate through the sky, averaging speeds of 60km/h at the **UAE's highest sky bridge**, 1250m above sea level.





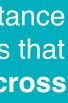








Six unique trails at a cumulative distance of 16km, with varying difficulty levels that lead through the winding hikes across a diverse mountain ecosystem.











HUMAN SLING SHOT / CATAPULT, BUNGEE JUMPING, GIANT SWING

Market size

Market growth rate

Profitability

Tourism prod

Human sl bungee & g SMTE opportunity (1/5)

- Based on maximum capacity, the potential number of annual ticket sales is 42,000 (equivalent to 4% of the total number of visitors to Ras Al Khaimah in 2018). This number does not account for visitors utilizing the product from outside of Ras Al Khaimah, which could be significant.
- The global adventure travel and tourism CAGR currently stands at 17.8%, and the number of visitors to Ras Al Khaimah is currently growing at 10% (2017-18)
- Low operating costs (minimal utility requirements, low consumable and maintenance rates, and non-intensive staffing requirements), along with the potential to charge relative premiums per experience due to the product's novelty factor.

With a high occupancy rate, the Giant Swing can potentially draw a gross profit margin of some 40%.

duct	Estimated number of users (per year)	Average spend (per visit / AED)	Anticipated CAPEX (AED)	Anticipated revenues (per year / AED)	Anticipated OPEX (per year /AED)
slingshot, giant swing	25.200	655	26.850.000	16.506.000	13.413.900



CANYONING PARK

Market size

Market growth rate

Profitability

Tourism prod

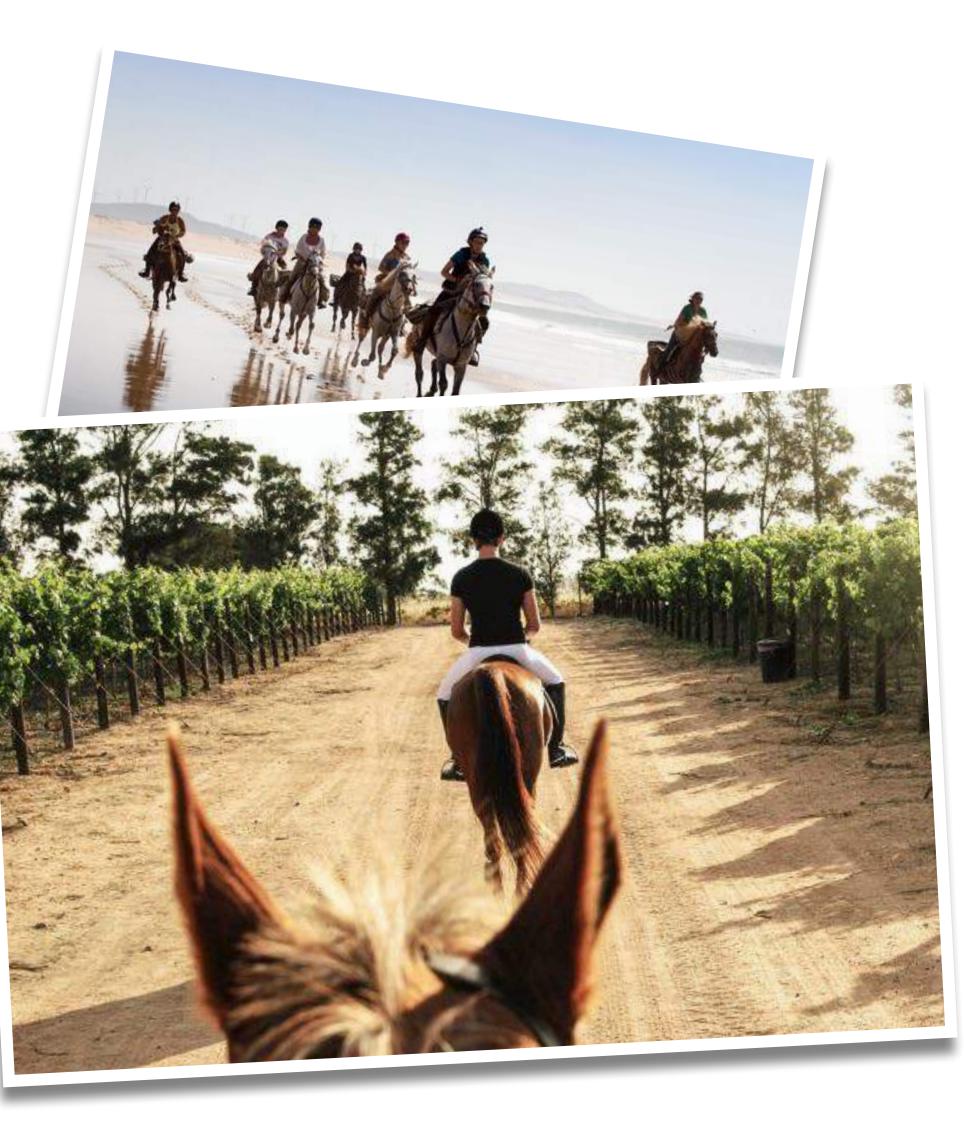
Canyoning

SMTE opportunity (2/5)

- Based on maximum capacity, the potential annual ticket sales stand at 350,000 (equivalent to 33% of the total number of visitors to Ras Al Khaimah in 2018).
 This number does not account for visitors utilizing the product from outside of Ras Al Khaimah, which could be significant.
- The global adventure travel and tourism CAGR currently stands at 17.8%, and the number of visitors to Ras Al Khaimah is currently growing at 10% (2017-18).
- Y Average operating costs (utility requirements, consumables and maintenance rates, and low staffing requirements), in addition to the potential for charging relative premiums per experience due to the product's novelty factor.

With a high occupancy rate, the Canyoning Park can potentially draw a gross profit margin of some 15%.

duct	Estimated number of users (per year)	Average spend (per visit / AED)	Anticipated CAPEX (AED)	Anticipated revenues (per year / AED)	Anticipated OPEX (per year /AED)
g park	52.500	350	32.800.000	18.375.000	16.142.500



Market size

Market grow rate

Profitability

Tourism prod

Horse ridin

HORSE RIDING / STABLES

2	Based on maximum capacity, the potential annual ticket sales stand at 42,000 (equivalent to 4% of the total number of visitors to Ras Al Khaimah in 2018). This number does not account for visitors utilizing the product from outside of Ras Al Khaimah, which could be significant.
	The global adventure travel and tourism CAGR currently stands at 17.8% and the number of visitors to Ras Al Khaimah is currently growing at 10% (2017-18).
wth	Horse riding offers marginal growth potential, and the expected CAGR should be approximately 5%, a number that reflects the market's view of the activity (not necessarily suitable for everyone).
y	Relatively low operating costs (utility requirements, low consumable and maintenance rates, and low staffing requirements), along with the potential to charge relative premiums per experience due to the product's novelty factor.
	With a high occupancy rate, horse riding can potentially draw a gross profit margin of some 15%.

duct	Estimated number of users (per year)	Average spend (per visit / AED)	Anticipated CAPEX (AED)	Anticipated revenues (per year / AED)	Anticipated OPEX (per year /AED)
ing / stables	6.300	840	13.475.000	5.292.000	5.051.900







MANGROVE ADVENTURE PARK

Market size

Market grov rate

Profitability

Tourism produ

Mangrove a park

uct	draw a gross profit r Estimated number of users (per year)		•	Anticipated revenues (per year / AED)	Anticipated OPEX (per year /AED)	
/	Low operating costs (minimal utility requirements, low consumable and maintenance rates, and non-intensive staffing requirements), along with the potential to charge relative premiums per experience due to the product's novelty factor. With a high occupancy rate, the Mangrove Adventure Park can potentially					
wth	The Mangrove Adventure Park offers steady growth potential, and the expected CAGR should be around 15% once the market realizes the value of the concept, from both an active and educational perspective.					
	The global adventur the number of visitor					
	Based on maximum capacity, the potential annual ticket sales stand at 420,000 (equivalent to 39% of the total number of visitors to Ras Al Khaimah in 2018). This number does not account for visitors utilizing the product from outside of Ras Al Khaimah, which could be significant, especially with school groups from Dubai and Abu Dhabi.					



AVIATION HUB

Market size

Market grow rate

Profitability

Tourism prod

Aviation hu

2e	Based on maximum capacity, the potential annual ticket sales stand at 98,000 (equivalent to 9% of the total number of visitors to Ras Al Khaimah in 2018). This number does not account for visitors utilizing the product from outside of Ras Al Khaimah, which could be significant.
	The global adventure travel and tourism CAGR currently stands at 17.8% and the number of visitors to Ras Al Khaimah is currently growing at 10% (2017-18).
owth	The activities and products that comprise the Aviation Hub offer marginal growth potential, and the expected CAGR hovers around 5%, a number that reflects the market's view of the activity (not necessarily suitable for everyone).
ty	Relatively low operating costs (minimal utility requirements, low consumable and maintenance rates, and non-intensive staffing requirements); along with the potential to charge relative premiums per experience due to the product's novelty factor.
	With a high occupancy rate, the Aviation Hub product can potentially draw a gross profit margin of some 20%.

oduct	Estimated number of users (per year)	Average spend (per visit / AED)	Anticipated CAPEX (AED)	Anticipated revenues (per year / AED)	Anticipated OPEX (per year /AED)
hub	14.700	1.025	26.300.000	15.067.500	13.390.625



Theme-based attractions

Ras Al Khaimah encourages innovative product offerings that deliver a unique holiday experience.

EXAMPLE: With the amenities of a boutique hotel and choice of location, pop-up hotels provide an exceptional opportunity for a customized holiday experience.







A COLOR

Wile:



200











Beach club concept

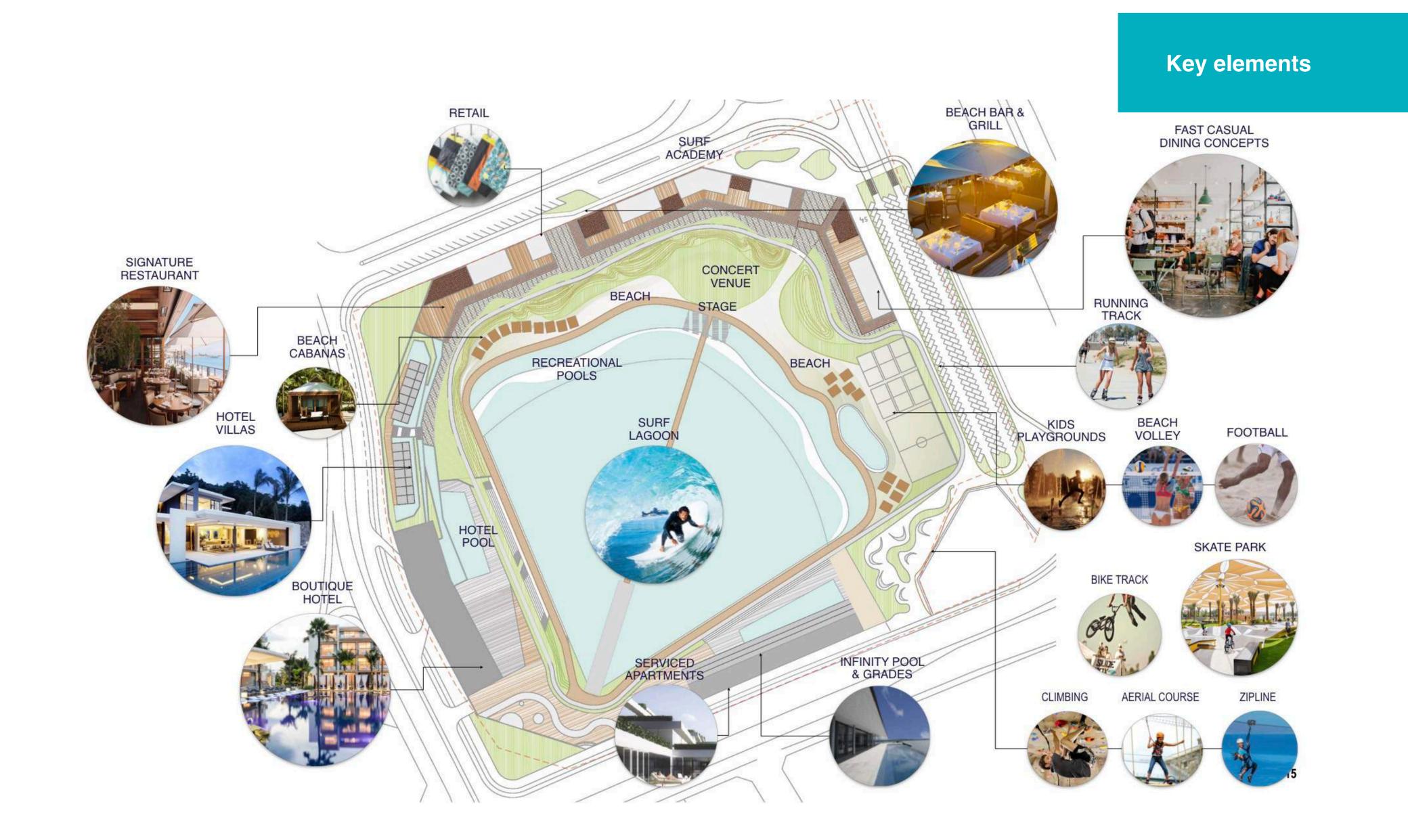


SURF DISTRICT LIFESTYLE DESTINATION

Sure District concept

- RAS AL KHAIMAH -













ras al khaimah

