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Sunday, 26th of July 2015

Mr. David Macadam CEO Middle East Council of Shopping Centres

Dear Mr. Macadam,

Subject: Letter of Appointment

On behalf of Dubai Association Centre (DAC), we are honored that you have accepted to be appointed as an Ambassador of the Centre and the Emirate of Dubai in our DAC Ambassador's Programme.

We believe your expertise will help us strengthen the position of Dubai as a global association hub in addition to hopefully offering you some new and interesting platforms to network and engage with peers and industry leaders.

The responsibilities of an Ambassador lie within the openness and commitment to engage in speaking opportunities, networking events, sharing best practices and to attend study missions. Your efforts as a spokesperson will support spreading the word of DAC and help us build and develop the growth of our association community here in Dubai.

We welcome you on board and look forward to an exciting journey together.

Sincerely,

Hassan Al Hashemi

Member of the Executive Committee

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