



### **MESSAGE FROM CEO**

*We are now past the first half of this year and well into the second half. The market situation for all our business units is extremely positive and can be described as booming. Last time I spoke about "Making a Difference", since then I have had a number of our colleagues coming to me asking how they can be better at "Making a Difference".*

*In general it is simple. Successful companies as well as individuals always have three things in common:*

1. **Quality:** They offer a high quality in all their doings, be it services or be it final product, do it right the first time.
2. **Reliability:** Whatever you do take ownership and responsibility. Always deliver what has been promised and on time.
3. **Keep It Simple:** Focus on what matters and keep doing it.

*With spirits high, I wish all 'Welcome Back' from vacation and hope to see everyone continue "Making a Difference" to the benefit of the individual, their colleagues and the Company.*

**Tom Kjaer**  
Chief Executive Officer

### **Marvelous Work from BPC!**



**Building on the Exhibition road**

It is an elegant, round in shape, 5 storey commercial building on exhibition road. It has 56 coloured and sandblasted panels. Most of the panels are curved. BPC has designed, produced and erected all the panels.

BPC has just completed the erection of precast panels and HCS slabs on 2 mirror imaged E-shaped buildings for the University of Bahrain in Sakhir - one for Information Technology and other for

Science. The project has used white sandblasted panels—2100 panels measuring 21,465sqm. In addition, 30,100sqm of mostly 200mm HCS has also been erected.

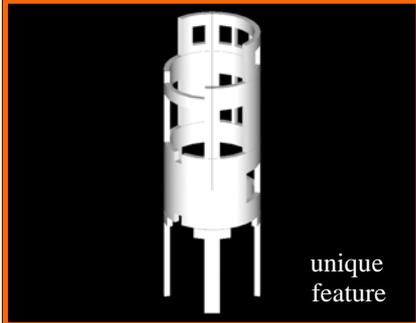
Project involves design, production and erection of 2100 white and coloured insulated cladding panels, which are 100, 250 and 300mm in thickness and 30,100sqm of 200 & 240mm HCS. Two corridors of each of the E-shaped buildings are linked via bridges that will rest on the precast panels grouted around dowel rods.



University of Bahrain - IT & Science Bldgs.



Continued...



A Unique feature of this project is a 14.1m high monumental structure. The cylindrical, monumental structure, which will rise to a height of around five storeys, will provide an aesthetically pleasing aspect to the buildings. It is a free-standing structure, which is assembled using various circular precast elements: four tiers high-resting on each other. There are no insitu beams or columns. Special load-bearing cladding panels have been designed for the project.

### Jobs in Hand—BPC

- **Boundary Wall at Durrat:** Almost 2.5Km in length , using 633 coloured panels with columns, footings & copings.
- **Computer labs for Ministry of Education:** Panels for 1250sqm & 200mm HCS .
- **Learning Centre for Ministry of Education:** The project covers panels for 5000sqm.
- **HCS :** Business for HCS is booming and BPC is faring very well in the HCS market also.

## SITUATION REPORT FROM QATAR—AUG '05

In Qatar, we are at a very challenging stage right now. The market is booming but projects are being delayed or postponed for various reasons. Shortage of cement is one of the main constraints in the market and lately availability of cranes, or rather non availability of cranes has become another constraint.

What do we do to overcome this? As we can not change the whole market situation we are focusing on the areas where we can make a difference. Concerning cement, we will add more storage capacity in order to be able to cope with unreliable deliveries and be able to produce for a longer time until next delivery arrives. As it has become difficult and sometimes impossible to rent cranes at reasonable rates, we are discussing with the Group's top Management, to purchase our own cranes. This will ensure that we can deliver our main product (erected HCS) on time and at the budgeted cost.

Our biggest job right now is Qipco Twin Tower at West Bay, Doha: a G+28 storey building for M/s. MIDMAC Contracting Co. This is the first architectural cladding project being done by UPC Qatar and poses a lot of challenges to the entire team.

At the factory, we now have the stockyard expansion in place including the UPC red overhead cranes. We also have 5 UPC red trucks on the roads in Qatar. Plans and drawings for the new office building are almost finalized.

On June 9, 2005 we had a company get-together at the factory with different activities. The two main events were the basketball tournament and the buffet-dinner. Those of us who were not coming out as "Stars" in the sports events did very well during the buffet. For the regular staff we have been able to hand out white shirts with the UPC logo.

All in all we are starting to look like a true UPC company. We are also proud to notice that the team spirit has increased among the staff. The two main focus areas for UPC Qatar in the near future are to increase and secure a high remaining value with projects sold at the newly implemented price level. Secondly, we must improve our performance and efficiency on site. **By achieving this and supported by the new team spirit, we look forward to being able to participate in the continuing growth of the UPC Group.**

## New Strength in Abu Dhabi Factory Management

**Engr. Eero Niskanen** is the new Production Manager of UPC Abu Dhabi. In fact he is our 3rd Prod. Manager since it was opened. Engr. Eero is not new to UPC Dubai & Abu Dhabi because he worked for UPC-AUH for almost 2 years as an Asst. Factory Manager during the tenure of Mr. Juha. Therefore all the in and outs of the Factory, administratively and

technically are known to him very well. In addition we have **Mr. Jacques Benzuidenhout** as **Asst. Factory Manager**, who joined UPC-AUH a month ago. He is adjusting and getting acquainted with the new environment. He has come from a Precast Manufacturing Co. he owned in South Africa. The multicultural mix of workers and harsh weather conditions are not new to him having come from South Africa.

**Hoping for the best from the two managers, we wish them hearty welcome and hope to gain further strength from their expertise for the growth of UPC Abu Dhabi factory .**



## American & British School in Dubai Festival City

Dubai Festival City is now under rapid development into a mixed residential, commercial and tourist area.

UPC has carried out several projects on this development, among which are 2 major schools with full precast superstructures.

The award from the main contractor, Engineering Contracting Co. for the 2 buildings, which were under design and build FIDIC conditions, involved close co-operation between UPC's and ECC's design teams. In order to resolve a number of complex design issues, which were all completed in sufficient time to allow casting to start within 3 months time.

The main buildings are 3 storey structures totalling 30,000m<sup>2</sup> with an additional cladding for a gymnasium and a swimming pool building for each school.



Mr. Tony Hall  
Project Director  
of ECC

The elements for American School (renamed as Universal American School) were produced in Dubai, while for the British School (renamed as Deira International School) they were produced in Abu Dhabi.

Both projects were completed well within programme; a very tight schedule, allowing the schools to open within 8 months from start of construction.

***“This was a very challenging project and well executed by UPC” says Tony Hall, Project Director of ECC. “ Only because of an excellent teamwork between all involved, we managed to complete this project on time. We are looking forward to future cooperation between our two companies”.***

## A BUCKET FULL OF CHILDREN

During May & June parents of children in the KG2 class (5-6 yrs old) at Dubai American Academy, D.A.A., were asked to give an hour's input on “Parents work life in Dubai”. My daughter Ann could tell about dad's making strawberry milk, working on ships or flying big planes. “So how do you get kids interested in concrete?” I asked myself.

We started the morning session with slides showing big boulders getting loaded in the mountain quarries, lorries bringing aggregate, a tall mixer-plant, some cranes erecting panels and hollowcore slabs on site, and a photo they all know, showing the Burj Al Arab, a UPC Project. The children then mixed some aggregate, sand, cement and water in a bucket before pouring it into a “mould” fitted with re-bars holding a steel flag pole—their first concrete casting was in place.



While their new flagpole got cured we went outside to the School's carpark and one by one they got up behind the steering wheel of a newly painted UPC Caterpillar 960, a big machine; when they are only 5 years old, and when they realized they could sit inside the wheel rim. The entire class fitted into the bucket for a photo session with the teachers. You certainly had their attention.

Continued...4



Returning to the classroom for “question time” was fun; lots of hands in the air and many questions about our industry were discussed. They then proudly raised the UAE flag on their newly cast flagpole and the morning class session ended with Ulla’s (my wife) homemade chocolate cake with a Yellow Caterpillar in sugar on top; some juice and a red UPC cap to everybody to be proud of.

The children really enjoyed it and made a big book that same week in school, with many sketches, paintings and words about their “Concrete Day”. A few wrote to know how old they had to be before they could join UPC as operator of the wheel loader or get a job doing the mixing - so if need be, their CV’s are available on request with lots of ink blots on them !

by Per

### NEW ADDITIONS TO UPC DUBAI

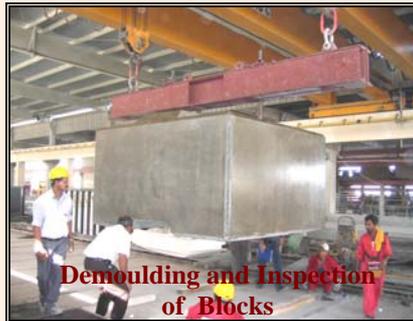
UPC DUBAI continues to grow with several additions to the team. Design Engineers Babu Abraham, Chandra Gupta Nanda, Patricio Mansit, Romano Vega and Lope Cortez have joined the Design Department. Johnson Gomez is our new safety officer. Pushpalatha is the latest addition to the sales team in the position of Estimator and Roland Cureg joined Project Management as Site Supervisor.

Mathew Palmer from South Africa was appointed Project Manager to handle Tilt contracts.

Jacques Bezhuindenhout also from South Africa has taken up his position as Asst. Factory Manager in UPC Abu Dhabi.



## MINA SEYAHI MARINA EXPANSION, DUBAI



UPC Dubai manufactured quay wall blocks for the Mina Seyahi Marina expansion in Dubai. This “time-bound fast track” job required producing and delivering 238 numbers of quay wall blocks of various sizes within 45 days.

At peak production levels, an average of over 110 cubic meters of concrete was cast in one bay. The weight of some blocks exceeded 35 tons, which necessitated optimum crane usage for setting-casting-demoulding-loading as well as maintaining production for prestressed beam works, in the same bay.

To ensure exact product dimensions and maintain required production efficiency, precision moulds were fabricated, which required minimum time for demoulding and resetting. After a series of quality trials and testing, high quality air entrained concrete was used for manufacturing these quay wall blocks.

With excellent teamwork the UPC-Dubai production team successfully coordinated the entire works of this project without disturbing or delaying any activities for other ongoing projects.

tanding on the edifice of challenges, year 2005 is seen with much more challenges, professionally due to the **finishes obtained by the combination of Sand Blasting and Acid Wash Panels for British School.** Nevertheless the **combination of 3 pigments was obtained for Aujan Labour Accommodation project.** **With the hang of achievements, we look forward to much more professional challenges in the days to come.**

---

## **HOLLOWCORE PRODUCTION IN ABU DHABI FACTORY**

It is new to the ear that **Abu Dhabi factory** is producing now a hollow core slab, but yes it is...

The hollow core production is in **bay 3**; conversion of this bay was started on **week 33** that was on the middle of September 2004. First activity is to remove the **battery mould** and **27 numbers of tilting tables**, which was located on that bay.

All the design, planning and construction had done by in house (from Abu Dhabi Factory) **Engineers, foremen and fabricators.**

Design and planning was done by no other than **Engr. Eero Niskanen** (our able Asst. Production Manager), and construction of civil works headed by **Engr. Hegde Harsha**, for the installation of Hollow core beds (include