

WORLD

future leaders

MOHAMMED AL JABER TAKES THE HELM
AS VICE CHAIRMAN AND PRESIDENT



bespoke shipping

AL JABER MARINE FINDS ITS NICHE

on the crest of a wave

ALEC DELIVERS ON YAS WATERWORLD

achievements that
strengthen a nation



welcome to AL JABER WORLD

EVER SINCE THE INCEPTION of Al Jaber Group more than 40 years ago by His Excellency Obaid Khaleefa Jaber Al Murri, being connected has been a key theme in our phenomenal growth.

We have always been connected to the emirate of Abu Dhabi. Connected to its proud and ambitious leaders and citizens. Connected to the many organizations and plans that have helped create such a vibrant and prosperous nation. We are also connected to the essential qualities of its success: vision, efficiency, hard work and passion to deliver.

This issue of Al Jaber World is therefore all about connections. About how they inspire and inform everything we do. In the pages that follow, we look at how we connect with our customers to go beyond a traditional client/supplier relationship – such as the partnership Al Jaber Building has with ADNOC (see page 20), or Al Jaber Leasing Services has with the National Emergency Crisis and Disasters Management Authority (page 12).

We look at how many of the projects we deliver are about connecting the region. Literally, in the case of Etihad Rail (page 14), and metaphorically, in our new connection to the future of Saudi Arabia (page 6), as well as ongoing connection to the story of Ruwais and the transformation of Abu Dhabi (page 18).

We celebrate the way our success connects with the wider world too. Whether that is an international award, such as that won by Al Jaber Engineering and Contracting for its stunning performance on Yas Waterworld (page 16), or an international partnership, such as that which is taking our highly successful Al Jaber Travel arm across the globe (page 28).

Connections can be personal too – and people have always been the heart of this Group. It is with considerable pleasure therefore, that I and the Board welcome David Nelson as our new CEO. Mr Nelson has over 30 years' experience at the very top of organizations such as Shell, InterGen and UGL Services, and will be a major asset to the Group.

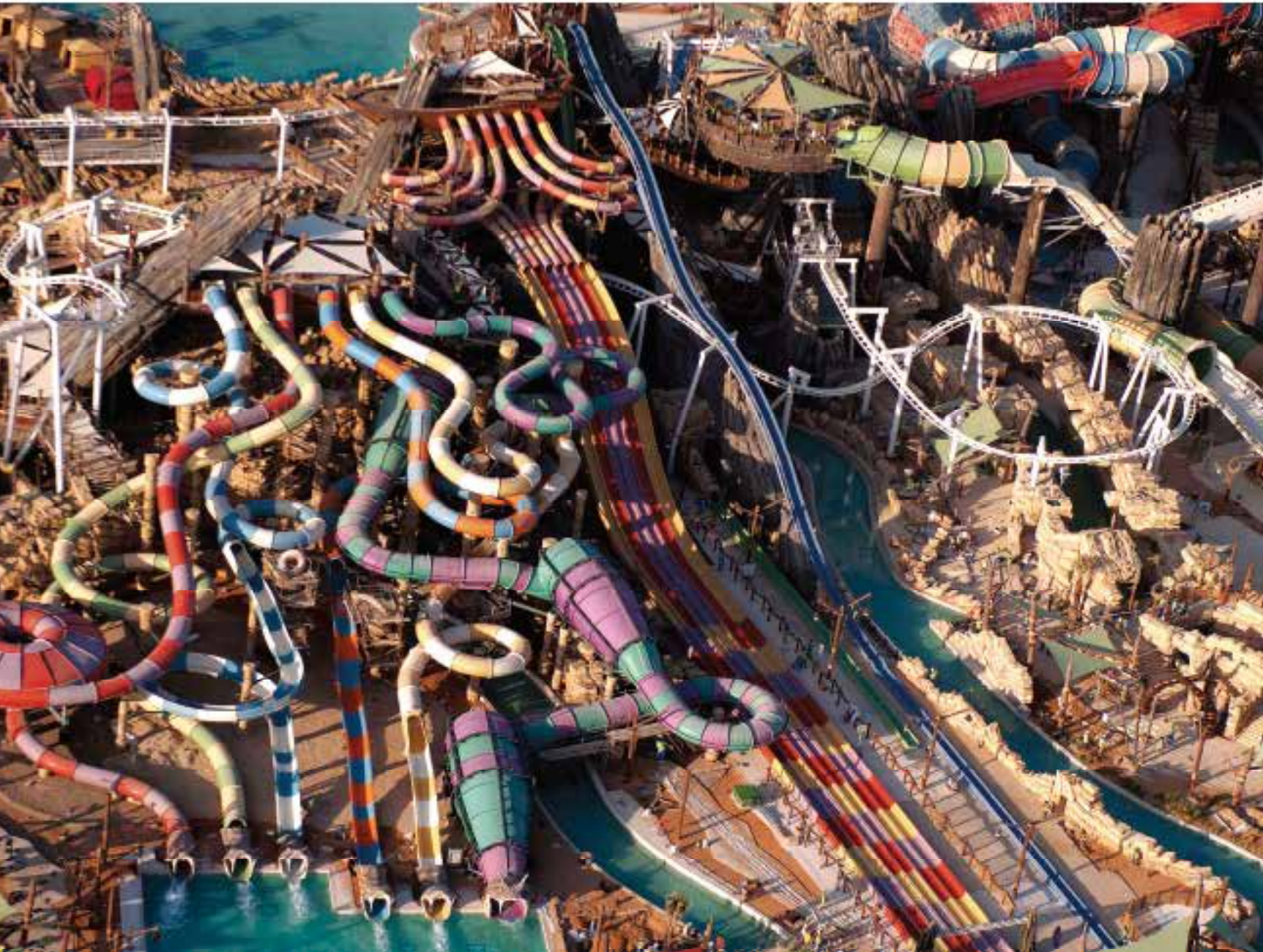
His appointment also means I am delighted and honoured to take up the role of President of the Al Jaber Group of companies. With this new structure and team, plus considerable and heartening progress with our backers and creditors and a host of new, high-profile contract wins, the future looks set to be even more rewarding.

Mohammed Al Jaber | President

Al Jaber Group
P.O. Box 2175, Abu Dhabi, United Arab Emirates
Tel: +971 2 665 4300, Fax: +971 2 665 3370



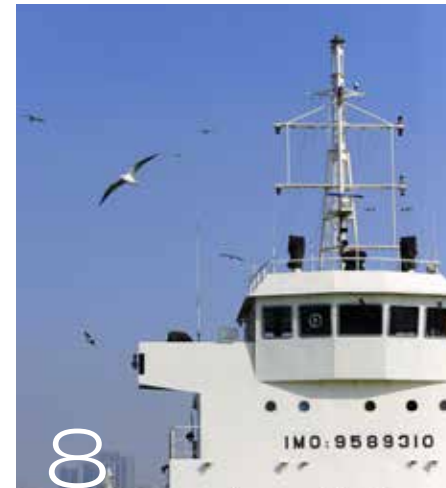
www.aljaber.com



Yas Waterworld is the latest example of ALEC's ability to deliver complex projects to high standards:

- Boasting 43 superb rides, slides and attractions
- 40,000m² of artificial rockwork
- 130km of underground electrical cabling
- 28km of underground hydraulic piping completed by ALEMCO
- 180km of unique/themed rope work
- Installation of the world's first 6-person hydro magnetic ride
- 6km of themed timber hand railing
- Project delivered in 75% of the time when compared to international waterparks (22 months)
- Without a single Lost Time Incident over some 7,000,000 man-hours
- Received the Leading Edge Award in Las Vegas from World Waterpark Association

ALEC – CONTRACTOR OF THE YEAR 2012
www.alec.ae



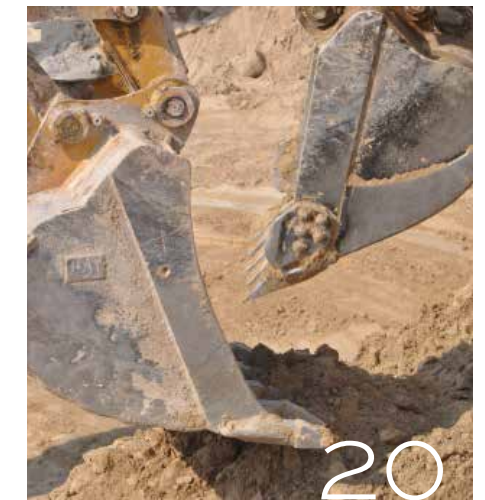
8



16



18



20

contents

Issue 6 – Spring 2013

4 Leaders For The Future

Moving on from CEO, Mohammed Al Jaber takes up his new position as Vice Chairman and President of Al Jaber Group.

6 KSA Branch: A New Frontier

A new branch in Riyadh, Saudi Arabia, opens another chapter in the story of Al Jaber Group.

8 Bespoke Shipping

The ability to see a niche for tailormade shipping is the key to success at Al Jaber Marine.

12 Vote Of Confidence

Al Jaber Leasing Services signs an agreement with NCEMA to co-operate in emergency logistics.

14 Al Jaber Gets On Track

Al Jaber Transport & General Contracting is at the heart of one of the region's most ambitious ever infrastructure projects.

16 On The Crest Of A Wave

Yas Waterworld is only the latest example of ALEC's ability to deliver complex projects to incredible standards.

18 Industrial Scale Success

Al Jaber Group has been intrinsic to the transformation of Ruwais, Abu Dhabi, from small fishing headland to the most modern industrial complex in the Middle East.

20 Buildings Of The Future

Al Jaber Building places the Arabic values of co-operation and mutual respect at the heart of its operations.

22 News & Appointments

Exciting developments, achievements and new senior appointments across Al Jaber Group.

28 Linking The World

Al Jaber Travel has become much more than an in-house travel agency. It has become one of the UAE's leading travel companies.



12



28

LEADERS

for the future

INNOVATION AND AMBITION AS **AL JABER GROUP** SHOWCASES THE NEW LEADERSHIP TEAM THAT IS SET TO BRING FURTHER ILLUSTRIOUS SUCCESS.

A NEW ERA is being celebrated in the momentous ongoing development of Al Jaber Group with the appointment of Mohammed Al Jaber as President and David Nelson as CEO.

The Group has long been defined by both its long history and its ambitious vision. For over 42 years Al Jaber Group has been leading the way, embracing the future with aspiration and determination. This extraordinary commitment to continued achievement has seen the Group invest greatly in developing its employees, always upholding the highest standards of safety and professionalism, and maintaining its position at the forefront of technology and modernisation.

The latest exciting stage in this great story highlights how the Group develops its future leaders and continues to innovate. Mohammed Al Jaber's significant strategic vision and the great success achieved as CEO promises a bold future as Vice Chairman and President of the Group. The appointment of David Nelson as CEO further strengthens the positive outlook and demonstrates that characteristic ambition for the Group to continue to lead in the future as it has throughout its illustrious past.

PRESIDENT APPOINTMENT

Mohammed Al Jaber, one of the most recognized business people in the Gulf region, has taken up a new role as Vice Chairman and President of the Group. The son of Al Jaber Group Chairman and founder, His Excellency Obaid Khaleefa Jaber Al Murri, Mohammed Al Jaber has led the Group as CEO since 2007. Commenting on his new appointment, Mr Al Jaber stated: "I am delighted to take up the new role of President at a time when the Group is seeing very positive signs in its core markets. We have recently announced several major and high-profile contract wins, and I am confident that we will continue to grow and develop our already substantial presence."



HE Obaid Khaleefa Jaber Al Murri, Chairman and Founder

The Group has long been defined by both its long history and its ambitious vision. For over 42 years Al Jaber Group has been leading the way, embracing the future with aspiration and determination.



HE Mohammed Al Jaber, Vice Chairman and President

"I am pleased to welcome David Nelson to the senior team and I look forward very much to working with him."

STRATEGIC VISION

Mohammed Al Jaber has played a key strategic role as CEO over the past five years and his success in leading the Al Jaber Group of companies has positioned him perfectly to take on a more all-reaching role in overseeing the Group as Vice Chairman and President. This restructuring has led to a new era for the Group with the appointment of the first non-family member to take the hands-on position in the operational and functional side of the business as CEO of the Al Jaber Group of companies.

BRIGHT FUTURE

David Nelson follows Mohammed Al Jaber as Group CEO and he has been warmly welcomed. "I am pleased to welcome David Nelson to the senior team and I look forward very much to working with him," stated the newly appointed President.

David Nelson has 30 years of international experience in large engineering, energy infrastructure and services companies, which he gained working in Europe, Asia and Australia. He served for more than 10 years with Shell International Gas and Shell Coal International in London, and the Shell Company of Australia. When Shell & Bechtel formed a joint venture company, InterGen, David moved to Hong Kong to take on the Vice President role for InterGen's



Mr David Nelson, CEO

Asia Pacific power generation projects and assets. He then moved on to the role of CEO for InterGen's Australian businesses. For the past five years David has worked as Chief Executive of UGL Services Asia Pacific, Middle East & Australia, which included operating businesses in Qatar and Saudi Arabia. David will report to Mohammed Al Jaber and the Group Board. The combined leadership is now stronger and more ambitious than ever; and the Group's future is bright indeed.



KSA BRANCH a new frontier



A NEW BRANCH IN RIYADH OPENS A NEW CHAPTER FOR **AL JABER GROUP**. LINKING THE GROUP'S IMMENSE CAPABILITY AND PASSION TO THE BOOMING SAUDI ARABIAN CONSTRUCTION SECTOR IS THE PERFECT MATCH – AND, POTENTIALLY, THE START OF A POWERFUL RELATIONSHIP.

RIYADH, THE DYNAMIC CAPITAL OF THE KINGDOM OF SAUDI ARABIA, is the natural base for Al Jaber. Having a presence there places the Group right at the heart of this proud and ambitious nation.

At the inauguration of the branch, attended by Al Jaber board members and senior managers, His Excellency Obaid Khaleefa Jaber Al Murri, Chairman of Al Jaber Group, commented on the symmetries. His Excellency drew comparisons between Al Jaber's legacy of success, and the Kingdom's vision for the future. "This opening is a great achievement for Al Jaber Group," he said. "The importance and the size of the construction sector in the Kingdom of Saudi Arabia is as big as the magnitude of Al Jaber Group. We are proud to be one of the largest construction companies in the region, and look forward to having an active role in conducting large projects in the Kingdom of Saudi Arabia."

ENERGETIC EXPANSION

The branch is operating under the title of Al Jaber Contracting Limited, and is led by Munir El-Ezzeh. Its opening is a planned step in the

Group's energetic expansion and creative diversification plans, and also demonstrates a significant endorsement of those plans by financial institutions. It widens Al Jaber's presence throughout the Gulf – from the UAE and Qatar to, now, Saudi Arabia.

There is also undoubtedly no better time for Al Jaber Group to enter the Kingdom than now. The Group's reputation for excellence in large-scale and high-profile infrastructure and construction connects perfectly with the dramatic growth in similar projects within Saudi Arabia. A 2012 Bank of America Merrill Lynch report predicted the Kingdom to be the key spender in regional infrastructure and construction over the next 15 years. Previous underinvestment is now being reversed – dramatically – by a burning desire to meet huge commercial, residential, educational and tourism-based demand.

SIGNIFICANT OPPORTUNITY

This scope and diversity is another synergy with Al Jaber Group's wide-ranging roster of companies and capabilities. Major

Saudi Arabian opportunities vary from government and education to the healthcare and hospitality sectors. Other significant opportunities lie in mechanical, electrical and plumbing (MEP), civil contracting, water, power and railroads – all areas in which Al Jaber has repeatedly demonstrated market-leading and award-winning capability. In addition, Al Jaber Group's high standards in quality, service and safety deliver perfectly the characteristics sought by contracting bodies, especially the Saudi government.

Just as these are exciting times for the population of the Kingdom of Saudi Arabia, they are exciting times for Al Jaber Group. Throughout Abu Dhabi and the UAE, the Al Jaber name has become synonymous with the growth of the nation. Over the past 41 years, the Group has not just paralleled the Emirates' development, it has helped to drive and build it. With the launch of Al Jaber Contracting Limited, the Group can now look forward to a similar role in creating the future of Saudi Arabia, all with the same never-ending spirit of energy, commitment and enthusiasm that is shown elsewhere.

There is undoubtedly no better time for Al Jaber Group to enter the Kingdom than now. The Group's reputation for excellence in large-scale and high-profile infrastructure and construction connects perfectly with the dramatic growth in similar projects within Saudi Arabia.



Al Jaber Marine BESPOKE SHIPPING

THE ABILITY TO SEE A NICHE FOR TAILORMADE SHIPPING IS THE KEY TO SUCCESS AT AL JABER MARINE.



STRIVING FOR PERFECTION is an ongoing activity for Al Jaber Marine, whose commitment is to achieve excellence by providing a safe and reliable shipping service through responsive management, an empowered workforce and a well-maintained fleet.

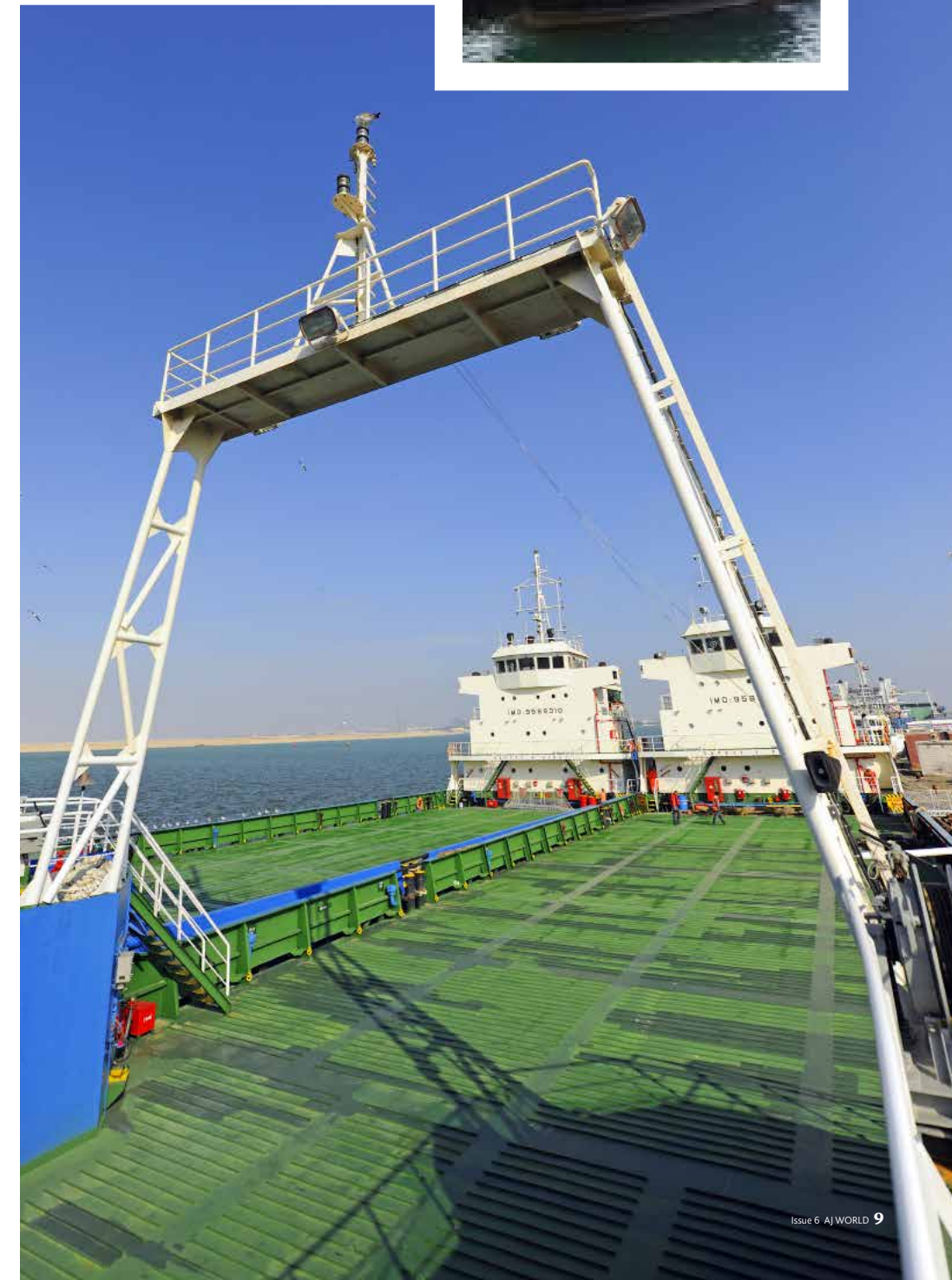
Al Jaber Marine (AJM) has a lot to be proud of. A division of Al Jaber Shipping Agency and Marine World LLC, established in 1971 for in-house shipping within the UAE at the start of the country's growth, AJM has grown steadily to become the largest private sector shipping entity in the country. A major provider to the oil and gas industry, AJM moves equipment to off-shore bases and also apportions a substantial amount of energy to supporting other Al Jaber Group divisions for the complex transportation of plant equipment and asphalt as well as the movement of bitumen from the Caltex Refinery in Bahrain.

So how did Al Jaber Marine manage to achieve such success? Quite simply, through the ability to see a niche for tailormade projects, coupled with tireless and relentless cutting-edge marketing. It is indeed a huge success story which started with a small, 37 metre landing craft. AJM now owns and operates 25 state-of-the-art vessels comprising landing craft, tugs, barges, product tankers, bitumen tankers and five large bulk carriers which are operational worldwide for bulk and general cargo. Offering a life-span of 35 years under the duress of heavy-duty labour, the AJM fleet is registered in the UAE, manned by highly experienced officers, and maintained by its own port engineers with assistance from in-house workshop facilities.

SERVING THE OIL AND GAS SECTORS

A proud shipping heritage in the Gulf region has led AJM to a wider network, winning confidence and creating goodwill in the Middle East, Asia Pacific, East Africa and the Americas. With fast, safe and economical transportation, the division is now firmly rooted as a global shipping entity with turnkey solutions and an exceedingly high reputation for quality service, reliability, strength and safety. AJM takes its role and responsibilities extremely seriously, adhering fully to the stringent standards which have been set for the construction of vessels.

With fast, safe and economical transportation, the division is a global shipping entity with turnkey solutions and an exceedingly high reputation for quality service, reliability, strength and safety.

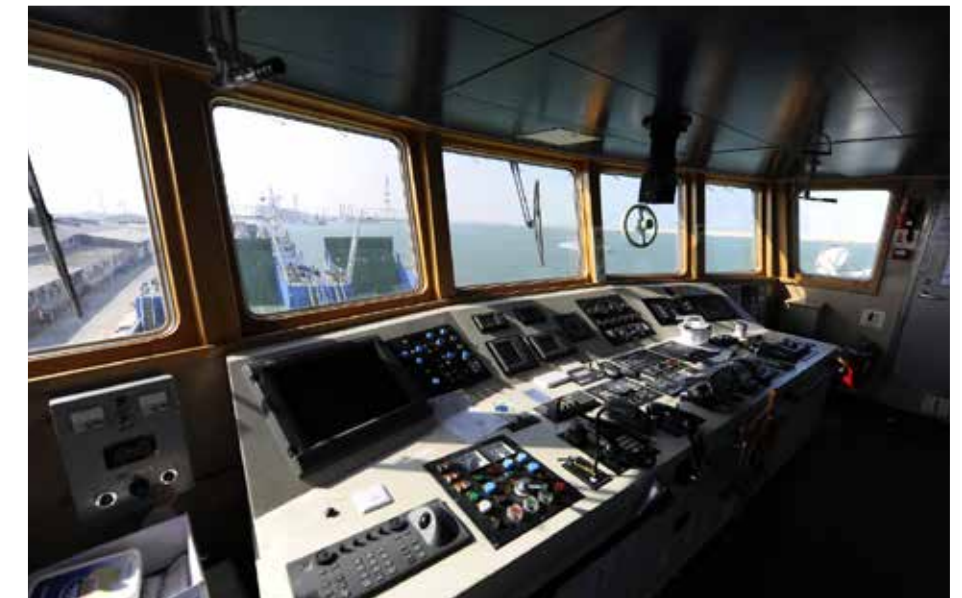


An unmatched market leader in oil rig movement, support services and logistics for oilfield development projects, international ocean towage, bitumen and gas oil transportation for major oil companies, the main thrust of AJM's business focuses on the oil and gas sector. With an already well-established client base of high-profile companies including ADNOC, ENOC, MENA (Middle East and North Africa) Energy, Dry Bulk Shipping UK and Hyundai Heavy Engineering to name but a few, AJM's core activities span heavy-lift marine and liquefied bulk bitumen transportation, bulk gas oil transportation, oil rig movement in fully 'knocked-down' conditions, the shipment of propane bullets, project cargo movement, bulk aggregate shipment and ocean towage.

UNRIVALLED EXPERTISE AND SERVICES

A number of ongoing projects presently undertaken by AJM include a rig move and support service for ADCO; an ocean seismic survey for ONGC's Mumbai High offshore oilfield in the Arabian Sea and the Godavari basin, a geological formation

A huge success story which started with a small, 37 metre landing craft, Al Jaber Marine now owns and operates 25 state-of-the-art vessels.



in India, through PGS, Houston; bitumen transportation for Al Jaber Bitumen, EPPCO and Shell; marine gas oil transportation for BAPCO, ENOC, ADNOC and Bahrani Island development support, Abu Dhabi. If all these weren't enough, involvement in major projects in the oil sector and engineering industry extending to India, Saudi Arabia and Qatar lie ahead.

PRIMARY COMMITMENT TO SAFETY

Offering an easy-to-approach policy and fast-thinking solutions, it is easy to see how AJM has become so attractive to clients both old and new. Differentiating itself from any possible competition, a continuous upgrade and fleet modernization programme is firmly in place, ensuring that all vessels are maintained to an extremely high standard and equipped with the latest, most innovative technology. Operational weight is matched by manpower strength with some 150 personnel on board each vessel; 60 personnel are bestowed for both workshop and logistics, and 15 each for administration and management.

AJM's primary commitment is to safety, working unceasingly to ensure that both onshore and offshore activities are carried out with the greatest care, diligence and respect for the environment. Upholding uncompromising safety standards, it is green-friendly, eco-savvy, certified ISM and ISPS and currently preparing to be ISO certified – yet another exciting voyage for AJM which will undoubtedly see it rise to even greater heights.

Offering an easy-to-approach policy and fast-thinking solutions, it is easy to see how AJM has become so attractive to clients both old and new.

the ultimate vote of CONFIDENCE

WHEN THINGS GO WRONG, YOU NEED SOMEONE YOU CAN RELY ON. THAT SOMEONE IS NOW **AL JABER LEASING SERVICES.**

AL JABER LEASING SERVICES (ALES) provides logistics and transportation solutions to the construction, oil, gas and industrial sectors of the Gulf region. Under a new agreement with the National Emergency Crisis and Disasters Management Authority (NCEMA), the company will provide logistical support services in emergency situations across all seven emirates: materials, equipment, heavy machines, transportation facilities and more. Should a major event ever threaten the safety or lives of the UAE's eight million-strong population, Al Jaber Group will be a key part of the response.

For NCEMA, formed five years ago as part of the Higher National Security Council, the partnership illustrates perfectly the benefits of strategically co-operating with the private

sector. They get the experience, capacity and quality-assured services they need – all from an established organization, leaving them free to focus on core requirements.

QUALITY AND RELIABILITY

Several aspects of ALES convinced NCEMA it was the right partner, not least its comprehensive range of equipment, excellent technical knowledge and unswerving dedication to quality and reliability. ALES prides itself in setting the market standards through provision of market leading products, superior service, unrivalled maintenance and 24/7 support. The company currently owns and operates more than 7,000 units of equipment, ranging from light vehicles to sophisticated construction and transportation equipment.

It additionally manages around 14,000 units spread across the wider Al Jaber Group of companies. This fleet is sourced from the world's leading manufacturers, and maintained and serviced to the highest standards.

ALES is structured to meet the ever changing and demanding market conditions, and delivers its high quality services through a multi-skilled workforce. Currently, over 6,000 trained and experienced employees are proud to be part of the ALES team. They are supported by modern workshop facilities for maintenance, repair and refurbishment, which are organized into specialty workshops for heavy equipment, vehicles, power plants and industrial, as well as support workshops for paint, servicing, tyres and so on. Featuring the latest technologies, these

workshops span over more than 250,000 square metres of the Al Jaber Group yard in Mussafah, and are fully accredited by industry-recognized certification for ISO 9001:2008, 14001:2004 and OHSAS 18001:2007.

Along with the recognition of its responsibilities towards the environment, the priority of ALES is a constant focus on the health, safety and well-being of its employees and customers. This is achieved by a continuous drive towards identifying new initiatives and training requirements, and the implementation of the best practices that utilize the latest technology and advanced processes. These priorities ensure that services and deliverables exceed customers' expectations.

SAFE HANDS

Just as NCEMA feel they can trust ALES, so can the people of the UAE. ALES operates not only in accordance to UAE governmental rules and regulations, but also to international safety, health and environmental standards. Its fleet is constantly inspected, tested and maintained to comply with HSE standards, and its personnel are qualified and certified as per industry requirements.

Just like every other client of Al Jaber Leasing Services, the population of the UAE can rest easy, knowing that – at all times – they are in safe hands. The safest hands possible.



Several aspects of ALES convinced NCEMA it was the right partner, not least their comprehensive range of equipment, excellent technical knowledge and unswerving dedication to quality and reliability.



Al Jaber Transport & General Contracting GETS ON TRACK

ETIHAD RAIL IS ONE OF THE MOST AMBITIOUS INFRASTRUCTURE PROJECTS THE REGION HAS EVER SEEN. NO WONDER **AL JABER GROUP** IS AT ITS HEART.



THE ETIHAD RAIL PROJECT is a core national mixed-traffic network, with a total investment of around AED 40 billion; it will be delivered in multiple phases and extends up to 1,200 kilometres. When complete, the system will link all seven of the emirates. The network will run predominantly parallel to the Gulf coastline, and connect into all major ports, cities and industrial areas. The network will also carry passenger trains, and – ultimately – link to other lines, thus connecting the UAE to Jordan, Saudi Arabia, Qatar, Kuwait, Bahrain and the

wider region. The end vision is a system where high-speed trains race through borders, as all customs inspections are conducted at the point of origin or destination, and the entire GCC benefits from a rail system of the future.

The Etihad Rail Network is a major undertaking, but as one of the most established, successful and dynamic construction groups in the region, it is perhaps natural that Al Jaber Transport & General Contracting should lead the first phase of such a prestigious and ambitious



project. With a demanding and comprehensive schedule planned for between now and 2014, Al Jaber's efficiency and impressive track record in 'getting the job done' will be invaluable. Equally, the Group's unwavering attention to health and safety will be a key success factor, as will its innovative approach to solving challenges and deploying the latest technologies.

Al Jaber Transport & General Contracting has already begun construction work on the first stage of the project. This includes earth work, infrastructure work, and over and under bridges. It is also taking delivery of 750,000 tonnes of recycled aggregate for the sub-ballast layer. Phase one will involve the construction of a 265 kilometre freight line to transport granulated sulfur from Abu Dhabi's sour gas fields in Habshan and Shah in the southwest of Abu Dhabi emirate, where Al Jaber Energy Services is currently



As one of the region's most established, successful and dynamic construction groups, it is natural that Al Jaber Transport & General Contracting should lead such a prestigious and ambitious project.



constructing a US\$ 616,000,000 sulfur handling terminal (see article on page 18).

Likewise, aggregates and construction materials will be moved by rail from the Northern Emirates to many of the sites Al Jaber Group is likely to work on in the future. Traffic like this is anticipated to be a major use of the network, with an estimated 120,000,000 tonnes per year by 2020. As well as these practical synergies, there are clear symbolic parallels between Etihad Rail and Al Jaber Group. Both reach into every corner of the UAE, readying it for an even more dynamic future, and helping realize its ambitious plans. And both are firmly on track – the track to success.

on the crest OF A WAVE



YAS WATERWORLD IS THE LATEST EXAMPLE OF **AL JABER ENGINEERING AND CONTRACTING'S** INVALUABLE ABILITY TO DELIVER COMPLEX PROJECTS TO INCREDIBLE STANDARDS.

SPANNING SOME 15 HECTARES at the centre of Abu Dhabi's Yas Island, and boasting 43 superb rides, slides and attractions, Yas Waterworld is the ultimate theme park – and a construction achievement by Al Jaber Engineering and Contracting (ALEC) that is unparalleled not just in this region, but globally.

Its list of innovative installations will whet the appetite of any adrenaline seeker. It is home to the world's first interactive suspended rollercoaster, complete with water bombs and laser guns. It has the largest sheet wave ride in the world: Bubbles Barrel. And, with Liwa Loop, it's the only place in the Middle East where visitors can experience a looping waterslide.

PROMPT COMPLETION

As the main contractor of Yas Waterworld, ALEC can take pride in its prompt completion. The achievement cannot be underestimated, as the project threw up challenges that might well have daunted many other firms. Toughest among these was the huge amount of services that needed to be laid in the ground, plus the logistics of then getting them all to work to order. There was also a staggering 50,000 square metres of rockwork required. And above all, there was a tight timeframe constantly pushing the project forward.

Despite all this, and not for the first time in its 13 years of operation as part of Al Jaber Group, ALEC rose to the occasion superbly. Not only did ALEC maintain an extremely high level of quality and safety throughout the build, the contractor also delivered well ahead of schedule, without a single Lost Time Incident over some 6,100,000 man-hours.

While customers in the GCC are familiar with Al Jaber Group's track record in this field, the Group's achievement this time attracted global praise and attention. Indeed, it can be said to have made waves around the world. At an event in Las Vegas during October, the World Waterpark Association presented ALEC with an award for performing to the highest standards against a greatly compressed schedule, delivering the project in around 75%



The World Waterpark Association presented ALEC with an award for performing to the highest standards against a greatly compressed schedule.

of the time that would normally be needed.

The significance of the Yas Waterworld achievement was perhaps best summed up by the judges at another recent awards event, the MEP Middle East Awards. They described the development as "an iconic GCC project, integrating the latest technologies with innovative design and sustainable performance."

With an assessment like that, it's little wonder that Al Jaber Group has been at the heart of things. Iconic projects, the latest

technologies, innovation, sustainability – these are all qualities in which the Group excels, and are undoubtedly among the qualities that helped to secure ALEC Construction Week's coveted 2012 GCC Contractor of the Year award.

As Abu Dhabi residents and visitors alike experience the thrills and spills of Yas Waterworld, following its opening in January 2013, ALEC can take immense pride in a job that's been more than well done. It's been done to an award-winning standard – yet again.



- Spanning 15 hectares at the centre of Abu Dhabi's Yas Island
- Boasting 43 superb rides, slides and attractions
- The world's first interactive suspended rollercoaster, complete with water bombs and laser guns.
- Largest sheet wave ride in the world
- Liwa Loop is the only place in the Middle East where visitors can experience a looping waterslide.
- Delivering the project in around 75% of the time normally needed.
- ALEC delivered without a single Lost Time Incident over some 6,100,000 man-hours.



The growth and development of Ruwais represents both the story of Abu Dhabi and the success of the Al Jaber Group of companies – and how the two have been linked for decades.



industrial scale SUCCESS

RUW AIS WAS A SMALL FISHING HEADLAND THIRTY YEARS AGO. TODAY, IT IS THE MOST MODERN INDUSTRIAL COMPLEX IN THE MIDDLE EAST. **AL JABER ENERGY SERVICES** HAS BEEN INTRINSIC TO ITS TRANSFORMATION, A RELATIONSHIP THAT CONTINUES TO THIS DAY.

AL JABER ENERGY SERVICES (AJES) is leading the latest major project to be undertaken at Ruwais, in Abu Dhabi's Western Region. In partnership with Italian firm Techint E&C, AJES has been awarded the US\$ 616,000,000 contract for the engineering, procurement and construction of Sulfur Handling Terminal 2.

Work began in January 2011, with completion expected by January 2014. Some 3,500 people are on-site, and already over 7,000,000 man-hours have been clocked up – without a single Lost Time Incident. When finished, the facility will accommodate rail deliveries of around 22,000 tonnes of granulated sulfur per day.



The unloading building will house dump hoppers and a conveyor system to take the sulfur to on-site storage, for stacking and reclaiming. Another system will then take the granules to ship loaders on a newly constructed marine causeway. Roads and other elements are also included in the project scope.

The growth and development of Ruwais represents both the story of Abu Dhabi and the success of the Al Jaber Group of companies – and how the two have been linked for decades.



VISION AND CAPABILITY

Immense vision was needed to imagine how a remote desert site could be converted into a self-contained industrial town, geared to fulfilling the downstream requirements of Abu Dhabi's booming oil and gas industry. And immense capability was needed to deliver the countless constituent parts of such a town – a capability that the Al Jaber Group of companies has been proud to supply, as standard, many times over.

That Ruwais has so comprehensively met its original ambition is a tribute firstly to Sheikh Zayed bin Sultan Al Nahyan, the late President of the UAE and Ruler of Abu Dhabi, and the visionary behind Abu Dhabi's remarkable development and prosperity. It is also a tribute to all the organizations and people who have been involved in its construction. The current on-site AJES team are proud to be the latest in that long line. The team are bringing that pride to every stage of this impressive project.



buildings of THE FUTURE

AL JABER BUILDING PLACES THE ARABIC VALUES OF CO-OPERATION AND MUTUAL RESPECT AT THE HEART OF ITS OPERATIONS, AND LONG-TERM PARTNERSHIPS ARE FUNDAMENTAL TO THE AL JABER WAY AND TO ITS SUCCESS.

PARTNERSHIPS like that between Al Jaber Building and ADNOC have endured for many years, and this is why innovative projects such as ADNOC's new Petroleum Institute Research Centre are possible: by approaching challenges together.

At a value of AED 183,000,000, the project is substantial if not major. The significance of the project lies more in the way Al Jaber Building is deploying innovative techniques to help ADNOC realize its vision: a futuristic, leading-edge facility. This is a powerful example of client and contractor understanding one another, perfectly.

The building – which will house ADNOC's R&D division as it focuses on issues specific to the region's petroleum reserves – is the first of its kind in Abu Dhabi. It has been designed to meet the new Estidama requirements, helping Abu Dhabi become a sustainable city. It is also a thoughtful solution to the inherent danger of hosting leading-edge science on an academic campus.

To create all this, Al Jaber Building is using state-of-the-art construction methods such as 3D modelling. The 310,000 square foot, five-storey facility will feature interstitial mechanical floors. These will provide flexibility in response to changing research initiatives. Modular infrastructure will allow for efficient energy utilization, with a phased implementation strategy. Leading-edge research programmes will be accommodated



Al Jaber Building is deploying innovative techniques to help ADNOC realize its vision: a futuristic, leading-edge facility.

in a 15 metre-tall, high voltage electrical laboratory, high-bay workrooms equipped with overhead gantry cranes, H2S suites, chemical storage and distribution, and flexible open-plan laboratories and offices.

The Petroleum Institute Research Centre is an important, high-profile project for ADNOC – which is why it turned to trusted partner Al Jaber Building.

Once up and running, ADNOC wants the building to enable a spirit of collaboration between the research teams working there. It is appropriate therefore, that collaboration has been the spirit on which it has been built.



His Excellency Obaid Khaleefa Jaber Al Murri honoured for participation in 'Absher' initiative to benefit UAE nationals

His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, honoured HE Obaid Khaleefa Jaber Al Murri, Chairman of Al Jaber Group and a partner of the President's 'Absher' initiative, at the Emirates Palace in Abu Dhabi. The initiative aims at promoting the participation of national cadres in the labour market. Al Jaber Group is a partner of the 'Absher' initiative along with other companies from the private sector.

HH Sheikh Mohammed said following the honouring reception: "This is an outstanding initiative by the President His Highness Sheikh Khalifa bin Zayed Al Nahyan that seeks to serve the country and its citizens in order to secure a decent life for them". He commended all private sectors that participated in supporting the initiative and thus contributing to the development of the national income.

"I call upon the private sector to participate in these kinds of initiatives to contribute to the national work," HH Sheikh Mohammed commented, adding that the private sector

controls about five million jobs and is the biggest operator in the country.

Following the ceremony, HE Obaid Khaleefa Jaber Al Murri, Chairman of Al Jaber Group, said, "We are very pleased to be a partner of His Highness Sheikh Khalifa bin Zayed Al Nahyan's 'Absher' initiative. Al Jaber Group is always keen to be involved in community events that benefit UAE nationals. We are thankful for the invitation that we received for the initiative; this appreciation is further motivation for Al Jaber Group to keep its pioneering role as a patron and strong supporter of our community."

The event was attended by a number of Sheikhs and other dignitaries, including Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs.

At Al Jaber Group, we have been actively committed to being a responsible supporter of people and organizations in need right from the start of our history. We've been involved in Corporate Social Responsibility

activities well before the term 'CSR' even became part of the corporate vocabulary. We rise to the challenge of supporting and developing the societies that we come into contact with every day. Part of our CSR efforts are derived from our sincere commitment to this great country, and we strongly believe that giving back to the community we operate in is a responsibility and a privilege.

"This appreciation is further motivation for Al Jaber Group to keep its pioneering role as a patron and strong supporter of our community."



HE FATIMA AL JABER NAMED IN FORBES MIDDLE EAST LIST OF TOP BUSINESS LEADERS IN THE REGION



The world's leading business and economics magazine, Forbes ME, has named HE Fatima Al Jaber in its 2012 list of top business leaders in the Arab world. HE Fatima Al Jaber was awarded with the honour of Most Influential Arab Woman in Private Business at the Forbes ME CEO Forum in Dubai. The forum was held in the presence of top business leaders and industry stalwarts from the across the Middle East and North Africa region. Dr Rashid Ahmed Mohammed bin Fahad, Minister for UAE Environment and Water, honoured the top achievers and lauded their role in the economic development of the region.

One of the leading businesswomen in the Middle East, HE Fatima Al Jaber sits on the board of many prestigious organisations and has won a number of awards and commendations. A staunch advocate of women's causes, she is actively involved in empowering Emirati women in the business arena.

AL JABER GROUP PARTICIPATES IN WORLD PORTS & TRADE SUMMIT 2012

Al Jaber Group participated in the World Ports & Trade Summit 2012, an exhibition dedicated to the cargo, shipping, logistics and trade industries. The summit took place between 2 and 4 April under the patronage of HH General Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the Armed Forces.

Al Jaber Shipping Agency & Marine Works, Al Jaber Heavy Lift, Al Jaber Transport & General Contracting and Al Jaber Leasing Services all had a very strong presence at the exhibition, presenting their flagship and current projects, and providing their professional services in the sectors of infrastructure, construction, marine and shipping, heavy lifting and logistics, industrial and trading.

The summit was an opportunity for the Group to continue its drive to pursue new prospects in new markets, and maintain market leadership with new products and technical innovations.

Hamza Altanger, Operations Manager of Al Jaber Shipping Agency, commented: "The

World Ports & Trade Summit is a strategic platform for companies like ours. Al Jaber Group is based on diversification and its achievements are the result of a well co-ordinated harmony between the Group's various companies. Such exhibitions and conferences demonstrate our various capabilities."



"Al Jaber Group is based on diversification and its achievements are the result of a well co-ordinated harmony between the Group's various companies."

GRADE-A CATEGORY ACCREDITATION FOR AL JABER CATERING SERVICES

Al Jaber Catering Services (AJCS) has been accredited by Abu Dhabi Food Control Authority as a grade-A category company. This is the latest in a series of recognitions for AJCS following the ISO 22000:2005 certification the company achieved previously, and is a testament to the quality of AJCS against strong competition in the region.

Al Jaber Catering Services has been attending to the needs of Al Jaber Group and a select number of external clients for 40 years. A leader in the fields of catering, accommodation and cleaning, AJCS can provide complete, world-class solutions across the entire business spectrum. From private functions to industrial camps, AJCS is experienced, able and expert at catering to every need – as this latest accreditation proves.



LUSAIL CITY WIN FOR AL JABER

Al Jaber & Partners, one of Qatar's leading infrastructure and energy contractors, was awarded the CP6B contract for highways and associated utility networks at Qatar's flagship Lusail City by Lusail Real Estate Development Company (LREDC). Lusail City epitomizes Qatar's vision for the future to create an iconic 21st century city that reflects the country's cultural and geographical heritage.

The new CP6B project in Lusail is set to be completed within 18 months. The project's scope of work includes

the construction of highways, highway structures, intersections and utility networks. "Awarded the highest safety certificates by Lusail for completing the last three-year project at the new city without accident or incident, Al Jaber & Partners' safety record remains untarnished in the region," said a spokesperson for Lusail Real Estate Development Company.

Managing Director of Al Jaber & Partners, Mohamed Jawhar, commented, "We are delighted to be awarded a second project at Lusail. We are very proud of the

exceptional safety record we achieved for the first project we completed. The workers were protected and we delivered within budget and on time." With 37 square kilometres of waterfront land divided into 19 integrated and diverse mixed-use districts, Lusail will provide comprehensive and diverse community facilities, from shopping malls to schools and hospitals, as well as cultural and sports amenities. Lusail has been designed as an ultra-modern, yet traditional, future city that is environmentally sustainable.

AL JABER LIGHTING SIGNS EXCLUSIVE DEALERSHIP AGREEMENT



Al Jaber Lighting has signed an exclusive dealership agreement with Finnish-based manufacturer of LED lighting, Easy LED Oy. Al Jaber Lighting will distribute Easy LED street, commercial and general lights in the UAE, as well as in the wider GCC region.

On signing the agreement at Al Jaber Group head office in Mussafah, Obaid Khaleefa Jaber Al Murri, Chairman of Al Jaber Group, stated, "Al Jaber Lighting is a leader in its sector in the UAE and the region. Al Jaber Group has built more than 7,000 kilometres of roads and 7,000 villas, hotels and resorts. Our partnership with Easy LED will help us improve our services and offer the best lighting solutions." He added: "The Easy LED luminaires are globally top in class and we have very high expectations for a fruitful co-operation."

Managing Director of Easy LED Oy, Ilkka Kartio, expressed the manufacturer's expectations: "This contract is a significant milestone for Easy LED Oy in its global expansion plan, with focused efforts in the Middle East region ensuring the growth of the company".

Distribution agreement with Shell renewed for second term

Middle East Equipment & Trading (MEET) has signed an agreement with Shell Middle East for a second term to distribute Shell lubricants in Abu Dhabi, Al Ain and the Western Region. The agreement covers distribution of the full range of Shell lubricants products – commercial, industrial, and automotive – in the emirate of Abu Dhabi.

Mohammed Al Jaber, President of Al Jaber Group, commented: "We are pleased to sign this deal. Al Jaber Group has a long, successful relationship with Shell, and we crowned this relationship by extending our distributorship to a second term with Shell lubricants. We are committed to servicing our customers with the highest quality products and best service standards, and are keen to make this partnership a complete success".

Amr Adel, General Manager of Shell Middle East, Central Asia and Far East commented: "We are delighted with our distributorship deal with Al Jaber Group. With over a century of innovation experience in lubricants, we are pleased to offer a wide range of Shell lubricants designed to fulfil almost every need

in the Middle East markets. Our partnership with Middle East Equipment & Trading will help us secure the right quality supply chain for our customers in Abu Dhabi emirate and the Western Region, and increase our access to new customers across the region."

This exclusive agreement is in line with the company's new market strategy, as Al Jaber Group of companies is currently adopting an active approach and expanding its distribution and trading network throughout the UAE and GCC markets.



AL JABER GROUP LEADS THE WAY IN UTILIZING HIGH QUALITY AND ECO-FRIENDLY RECYCLED AGGREGATE

Thiess Services Middle East will supply recycled aggregate from construction and demolition wastes in Al Dhafra to Al Jaber Group during the first phase of the Etihad Rail Network project (see article on page 14) in Abu Dhabi.

Abu Dhabi Waste Management Centre emphasizes that the Thiess Recycling Plant is the first of its kind in the Middle East and uses modern and eco-friendly techniques in accordance with international standards for producing recycled aggregates from demolition and construction wastes. The first sections of the railway are being

constructed between Shah and Ruwais and it is here that Al Jaber Group saw the opportunity to utilize a sustainable and cost-effective material.

Tim Harwood, TSME General Manager, commented, "We have worked together on a number of projects and Al Jaber Group has the vision to see the potential of high quality recycled materials and the contribution they can make to the environment and the economy of Abu Dhabi." The recycled materials offer lower costs than the natural materials and minimize the dumping of waste and the depletion of natural resources. Najib Arnous, Contracting Director of Al Jaber Transport & General

Contracting, said, "Our requirements for recycled aggregates are as stringent as those for any other sources of material; we are looking for a very high quality, technical performance and environmental benefits... We are pleased to be leading the way in this important area."

"Al Jaber Group has the vision to see the potential of high quality recycled materials."

Al Jaber Group wins ambitious Qatar contract

Al Jaber Transport & General Contracting has won a contract to develop the Industrial Road in Qatar as part of an ambitious upgrading exercise. The work, to be carried out on the more than eight kilometre Doha-Industrial Road, at a cost of QR 2.34bn, will be undertaken by Al Jaber Transport & General Contracting with consultants Parson International.

Ashghal's Expressway programme includes new dual carriageways, three and four-lane traffic roads and service roads, a dual three-lane 1.8 kilometre bridge as well as a wholesale market street, with provisions for pedestrians and dedicated cycleways to ensure the safety of all types of travellers.

The new development will also see the building of several multi-level interchanges along the Industrial Road and the F-ring road as well as an underpass, a flyover and a traffic signal control. One of the major attractions of the new project is a directional tunnel from the Industrial Road to the newly opened Barwa City.



NEW appointments

AS THE **AL JABER GROUP OF COMPANIES** STRIDES BOLDLY FORWARD INTO A NEW ERA, A NUMBER OF RECENT SENIOR APPOINTMENTS ENSURES THE GROUP'S CONTINUED EMINENCE AS A WORLD LEADER IN EXPERTISE.



RON METCALF

Executive Director, Al Jaber Energy Services

Ron Metcalf joined Al Jaber Energy Services in June 2008 with more than 30 years' experience in the maintenance and construction industries. Ron spent his formative years working for such reputable EPC companies as Bechtel, Lummus and Stearns Catalytic. He quickly progressed to CEO of various construction companies in such diverse countries as Canada, Nigeria, Sudan, Libya, Thailand and Singapore, as well as in the Middle East. Ron has led several premier construction companies, most recently in Asia with KBR, McConnell Dowell and Ranhill of Malaysia. Involved in the EPC business, he has considerable knowledge of the alliances required with our overseas and local partners.



MAHMOUD GHANDOUR

Executive Director, Al Jaber Building

Mahmoud Ghandour joined Al Jaber Building in 2012 with more than 40 years of experience in the construction sector. Mahmoud has worked for such reputable contracting companies as Al Habtoor Leighton Group, El Seif Engineering Contracting, Saudi Binladin Group, Al Dar Contracting and Pegel Arabia (SOGEX Group). He held several positions until he became General Manager of the UAE Building Division of Al Habtoor Engineering Enterprises prior to joining Al Jaber Group. Mahmoud graduated from the American University of Beirut, Lebanon, in 1969 as a civil engineer and holds a number of certificates. He is also a member of the Beirut Order of Engineers.



HENRIK H CHRISTIANSEN

Executive Director, Al Jaber Industries & Trading Division

Henrik H Christensen joined Al Jaber Group in January 2012. Henrik is responsible for all activities under the newly formed Industries & Trading Division structure, which includes 20 manufacturing companies and three trading companies. He was previously President and CEO of a number of manufacturing companies owned by one of the largest business groups in the Kingdom of Saudi Arabia. Henrik is originally from Denmark, but worked for 10 years as Managing Director for a preeminent aluminium window and curtain wall company in the UK and one of the largest concrete off-site construction and kitchen fit-out companies in Europe, before coming to the Middle East.



MUNIR EL-AZZEH

General Manager, Al Jaber Contracting Ltd. KSA

Munir El-Azzeh is General Manager of Al Jaber Contracting Ltd. KSA. His educational credentials include a Bachelor of Engineering (Civil), BSc, PE, Certificate of the Successful Art of Team Building and Certificate of Leadership and Challenges from the Canadian Institute. Munir has spent more than 30 years in the construction industry in the USA and abroad. He has held positions as General Manager, Regional Manager, Projects Executive Director and Operations Director. He has spent over 24 years in the Arabian Gulf, in Kuwait, Qatar, the UAE and Saudi Arabia.

Al Jaber Travel

LINKING THE WORLD

AL JABER TRAVEL HAS BECOME MUCH MORE THAN AN IN-HOUSE TRAVEL AGENCY. IT HAS BECOME ONE OF THE UAE'S LEADING TRAVEL COMPANIES. WITH OVER 40,000 EMPLOYEES AND COUNTLESS PROJECTS, AL JABER GROUP IS ALWAYS ACTIVE ACROSS THE GLOBE.

FORMED IN 1995, Al Jaber Travel has grown dramatically. It now serves not only the travel needs of Al Jaber Group, but also those of over 200 corporate customers – not to mention a busy leisure travel offering to the general public.

It recently signed a major deal with ADWEA, the Abu Dhabi Water and Electricity Authority. This includes establishing an on-site team within ADWEA, and demonstrates the extent to which Al Jaber Travel has become a major player in corporate travel. It now partners many of the leading organizations in the Gulf region, including government bodies and international companies.

Each corporate client has a dedicated member of the Al Jaber Travel team as their

account manager. Flights, car hire, hotels, insurance, event tickets, chauffeurs, meet and greet services, foreign currency, conferences and incentives – Al Jaber Travel sorts every need, whether for individual or group travel, to exemplary standards and with outstanding efficiency (accredited to ISO 9000:2008).

For leisure customers, Al Jaber Travel provides a similarly high-quality service. Its dedicated leisure and vacation division – Al Jaber Holidays – offers some of the best value for money vacations available. Its bargaining power secures great deals, and its website (aljabertravel.com) attracts numerous customers with regular special offers and comprehensive advice and information.

Behind all this, Al Jaber Travel has a talented workforce of highly-trained, multilingual staff from many nationalities. As well as offices in Abu Dhabi, Mussafah and Al Ain, a partnership with ITP gives Al Jaber Travel representation in almost 50 countries across the globe. It also delivers the company's slogan: 'Locally managed, globally supported', and ensures that this truly is a company that links the world.

