

THE MAGAZINE WITH INSIGHT

BUSINESSFOCUS

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Issue No.65

GETTING OUT WHAT YOU PUT IN

How Codelco continues to be one of the world's biggest copper miners

AN AGE OF RENEWAL

London Stansted's biggest upgrade in the airport's history

THE FUTURE TODAY

FANUC UK and its place within FANUC's global organisation

FEATURE:

UK'S MANUFACTURING
RENAISSANCE:
**IT'S COMING
HOME**

AGS AIRPORTS LIMITED

AT THE VANGUARD

During a period when Britain's relationship with the rest of Europe is uncertain, airports are at the vanguard of our business interactions with the world.



MAKING CUTTING EDGE CARE ACCESSIBLE

Busamed: A historic company and with rapid growth



THE MAGAZINE WITH INSIGHT

FEATURE YOUR BUSINESS

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A HOT ISSUE

Hello again. We've got a hot issue of Business Focus Magazine for you this month. Which we mean literally, this magazine was written in absolute scorching heat. We had to scrap several articles about why the biggest growth sectors for this year were going to be electric fans, ice cream manufacturers and an idea I had to make a suit out of ice cubes.

While these ideas were ultimately rejected, we have got a really fascinating interview with Frigel's CEO about the enormous range of cooling services they provide for all kinds of industries.

As usual we've also brought you a fantastic selection profiles covering a smorgasbord of other industry sectors.

We're looking at air travel across the country, interviewing AGS Airports Limited about

“WHY SO MANY MANUFACTURERS ARE RETURNING THEIR FACTORIES TO THE BRITISH ISLES”

their Glasgow operations, while also talking with the minds behind the current reinvention of Stansted Airport. We've talked with Polyscope about the exciting range of markets they've managed to serve with their cutting-edge materials science, while also talking with the Raysut Cement Company about good old-fashioned quality cement. We've been looking at the food and drink industry with RCL Foods and Fruital Coca-Cola, which again, we appreciated in the heat.

Our profile of the logistics and supply chain operations for NUI

Galway is a particularly interesting piece, covering the challenges and opportunities to be found in supply chain management where private and public-sector interests overlap.

We also have a huge in-depth article looking at the achievements of the Busamed Group in providing high quality, affordable healthcare.

Meanwhile, our cover story this issue looks at UK manufacturing, and asks why so many manufacturers are returning their factories to the British Isles?

Hopefully by the time you're reading this the temperature will have returned to something a little more comfortable, but if not, we're sure you'll find something in this issue that's really cool. ☺

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AGS Airports Limited.

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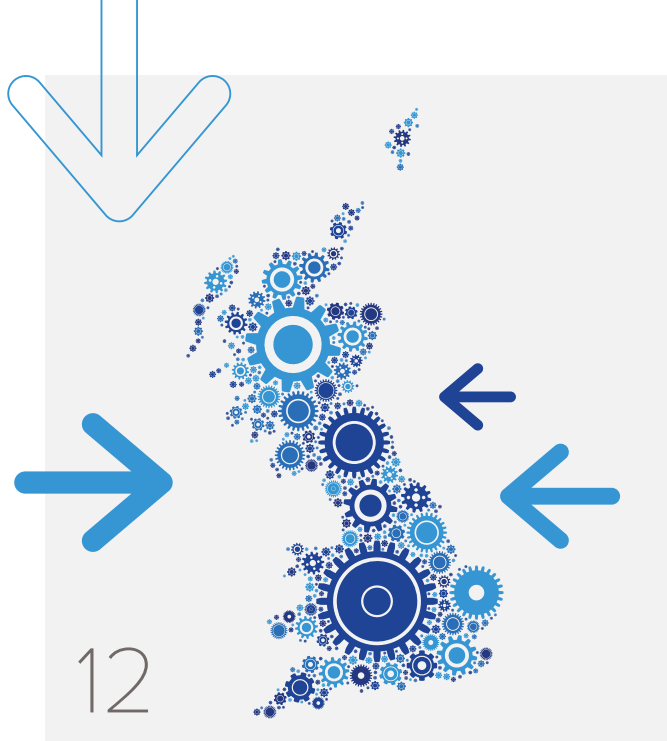
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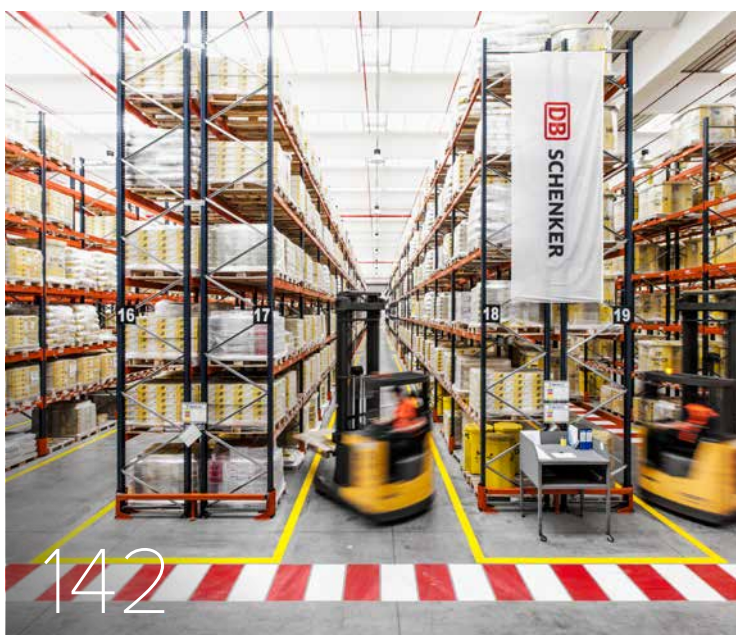
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**SINIAT: KEY DRYWALL SUPPLIER
TO THOUSANDS OF CONSTRUCTION
PROJECTS THROUGHOUT THE UK**

A photograph of a multi-story building under construction. The exterior is covered in purple insulation panels. Scaffolding and construction equipment are visible around the building.

SALFORD UNIVERSITY
STUDENT ACCOMMODATION

A photograph of a modern interior space, likely a learning centre. The ceiling features a white, perforated grid pattern. Large windows with colorful vertical bars are visible, and several white, spherical pendant lights hang from the ceiling.

PENARTH LEARNING
CENTRE

A photograph of a modern interior space, likely a learning centre. The ceiling features a white, perforated grid pattern. Large windows with colorful vertical bars are visible, and several white, spherical pendant lights hang from the ceiling.

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13 Government Ministers

Africa's oil and gas authorities know that Africa Oil Week is where they

achieve their goals. Ten Government Ministers, including Nigeria, Cote d'Ivoire and South Africa, used the forum last year to share their market outlooks, make deals, and network with attendees.

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The Africa Oil Week Prospect Forum, held in partnership with AAPG, is a place for governments to present their E&P opportunities to people interested in developing

1,300+
DELEGATES

them. Last year's event led to numerous business transactions and there are even more opportunities for 2018 with a dedicated content theatre for NOCs, Independents and Geoscience companies to showcase their farm out blocks.

Unparalleled networking

Africa Oil Week knows that networking is the heart of the event and with cocktail receptions, private dinners and a social function every day, there is no better place to meet colleagues, new business partners and leaders within the industry.

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“THE AFRICA OIL WEEK PROSPECT FORUM, HELD IN PARTNERSHIP WITH AAPG, IS A PLACE FOR GOVERNMENTS TO PRESENT THEIR E&P OPPORTUNITIES TO PEOPLE INTERESTED IN DEVELOPING THEM”





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DURING UNCERTAIN TIMES THE BRITISH MANUFACTURING SECTOR IS RISING TO THE CHALLENGE, AND THE ENTIRE SECTOR IS UNDERGOING A REAL RENAISSANCE. WE LOOK AT HOW IT'S HAPPENING.

IT'S COMING HOME

At a time when a great deal about the future of British business is uncertain, one sector has been quietly undergoing a process of growth. The Office of National Statistics has recently announced that manufacturing output for the UK grew by 0.4% in May. This growth is occurring alongside a 1.1% increase in manufacturing output year-on-year.

These figures are backed up by the Confederation of British Industry's quarterly industrial trends survey, which saw an output increase across 27% of firms see an output increase in the three months to July. 41% of company's reported output was up, while only 14% saw output falling.

Across the British manufacturing sector we're seeing companies with strong order books and rising domestic orders that are offsetting a declining export market.

A NEED TO INVEST

This follows a trend for growth in the sector that has been accelerating over the last year, >>



even as uncertainty around Brexit is holding back investment. Indeed, investment has been seen to deteriorate, with 11% of companies reporting a decline in innovation investment. One in five companies reported less investment in training, a decline that we haven't seen since the days of the global financial crisis in 2009.

But while many companies might see these cuts as "tightening their belts" and being prudent in the face of economic uncertainty, the truth is we have seen time and time again that investment is absolutely essential to create the kind of growth the UK manufacturing sector needs. Indeed, the UK manufacturing sector is currently facing the risk of skills shortages, with 23% of manufacturing companies in the survey citing skills shortages as an output-limiting factor. CBI's survey found labour shortage readings are now "well above average".

As CBI chief economist Rain Newton-Smith pointed out, "skills shortages are increasing and making it hard for businesses to invest in capital projects,

^ **Investment in the oil and gas industry in the North Sea are providing opportunities for growth**

particularly with ongoing uncertainty around the direction of Brexit talks".

LAND OF OPPORTUNITY

This is disappointing because in many ways there has never been a better time to invest in the British manufacturing sector. It's currently enjoying the longest stretch of monthly expansion that the sector has seen for two decades, powered by strong global demand and rising commodity prices alongside the boost provided by the currently weak pound.

Rising global capital expenditure and investment in the oil and gas industry in the North Sea are all providing exciting sub-sector revenue streams and opportunities for growth. Indeed, the manufacturing sector is growing more quickly than any other sector of the British economy since the referendum over Brexit.

At the same time the global economy is finally shaking free of the last vestiges of the 2008 financial crisis, the 2011 eurozone crisis and the 2014 drop in commodity prices, creating a reach global market if the UK is able to tap into it.

RETURNING HEROES

Indeed, a growing trend among many British companies is to "re-shore" their exported manufacturing operations to the UK. This is coming from a number of factors. One is the growing need for sped up order times, another is the higher levels of service you can offer from a country that for a long time has seen itself as almost entirely service based, and finally the truth is right now "Made in Britain" is a good PR look for a lot of companies.

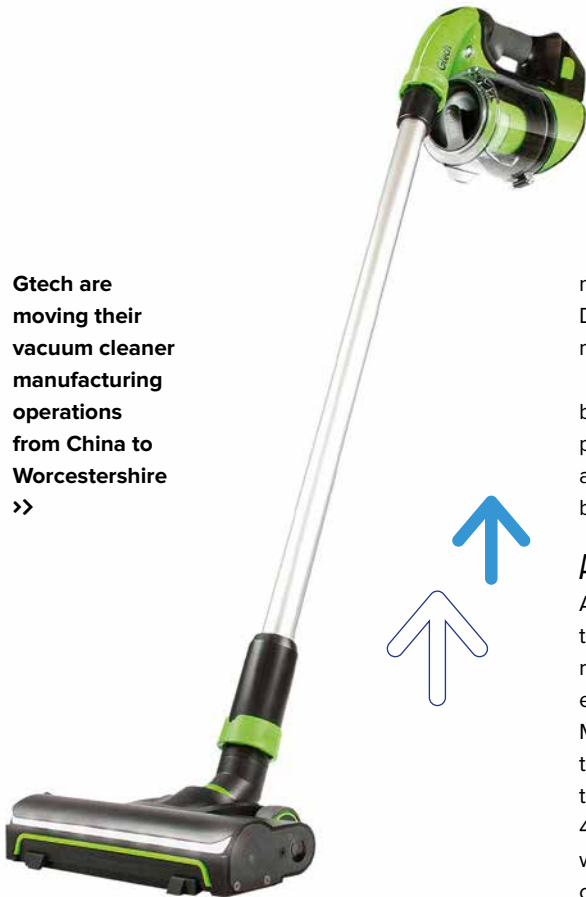
Meanwhile, the pound has slumped, driving up the cost of imported goods, while at the



"A GROWING TREND AMONG MANY BRITISH COMPANIES IS TO "RE-SHORE" THEIR EXPORTED MANUFACTURING OPERATIONS TO THE UK"



Gtech are moving their vacuum cleaner manufacturing operations from China to Worcestershire >>



same time Asia is seeing wages rise to fairer levels, allowing British-based operations to compete while still offering their staff a living wage.

Over the last year we have seen a host of companies “coming home”. Leeds Welding Company has launched a new, multi-million pound LWC Agricultural Products division to offer UK manufactured goods to UK farmers. Plura Innovations, based in Wirral, near Liverpool, are bring back their manufacturing operations from China. Gtech are moving their vacuum cleaner manufacturing operations from China to Worcestershire, joining famous British brand and shoe retailer Clarks, who are bringing their operations back to Somerset after a decade of production in the Far East. UK LED, a lighting manufacturer, is also reshoring its operations, as is Luxury eyewear brand Tom Davies who have moved from China to London with a £800,000 factory. Even the iconic card game, Top Trumps, have seen their printing operations shift from Poland, Italy and China to Cornwall. Surrey Satellite Technology is also living up to its

name after closing its factory in Denver for a more centralised UK manufacturing operation.

But these are just some of the big-name brands that have seen the potential talent, economic advantages and other benefits of having UK-based manufacturing facilities.

A SUNNY OUTLOOK

At the same time, those already in the UK manufacturing sector have revealed an optimistic outlook even in the face of Brexit concerns. Manufacturers’ organisation EEF teamed up with insurance firm AIG to run a poll this year that showed 40% of companies questioned were planning growth in 2018, compared to only 19% who were expecting a downturn. Indeed, compared to previous surveys, it looks like the manufacturing sector is more upbeat about the

global economy than at any time since 2014.

The survey showed sales to UK and export customers, job numbers and profit margins were all up, reflected the optimism in the board room.

EEF’s chief executive, Stephen Phipson, echoed that positivity, but also urged caution, “Manufacturers left 2017 in an upbeat mood and are set to outpace the rest of the economy again this year as the growth in global trade continues to gain momentum. That is not to say everything in the 2018 garden is rosy, however, as there are plenty of factors that could puncture this positive picture.”

This is true, and nobody ever did well in business by being complacent. But looking at the evidence it appears there are still many reasons to be cheerful. ☺

“MANUFACTURERS LEFT 2017 IN AN UPBEAT MOOD AND ARE SET TO OUTPACE THE REST OF THE ECONOMY AGAIN THIS YEAR AS THE GROWTH IN GLOBAL TRADE CONTINUES TO GAIN MOMENTUM.”



DURING A PERIOD WHEN BRITAIN'S RELATIONSHIP WITH THE REST OF EUROPE IS UNCERTAIN, AIRPORTS ARE AT THE VANGUARD OF OUR BUSINESS INTERACTIONS WITH THE WORLD.

AT THE VANGUARD

AGS Airports is an airport group made up of Aberdeen, Glasgow and Southampton Airports, all originally British Airport Authority airports that were divested following the competition commission ruling in 2011.

We are quite a unique, diverse group of airports from the size of the markets we're in and how they're placed around the country," explains Derek Provan, the CEO of AGS Airports Group. "The markets we source are very different. Aberdeen has over three million passengers a year and is a key economic driver to Scotland, particularly with the role it plays in oil and gas. Glasgow is different. It's largely an outbound market rather than an inbound market, we see about 70% of our passengers are travelling outbound both for business and leisure. Glasgow remains the long-haul airport for Scotland with numerous flights, transatlantic and to the Middle East, with flights double daily by Emirates."

However, some things remain consistent across AGS Airports.

"The quality of service we deliver to our customers is something that we've been

>>

**Derek Provan,
the CEO of
AGS Airports
Group**

>>





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Glasgow Airport exterior



recognised for year-in, year-out. When we speak to airlines it becomes a key point of the negotiation,” Provan says proudly. “People recognise the friendliness of the people that work in our airports and we spend a lot of time developing that service.”

It’s an exciting time for AGS. They are the second largest airport group in the UK, and they’re currently moving into a

vanguard of sweeping changes that will affect the entire country.

INTERESTING TIMES

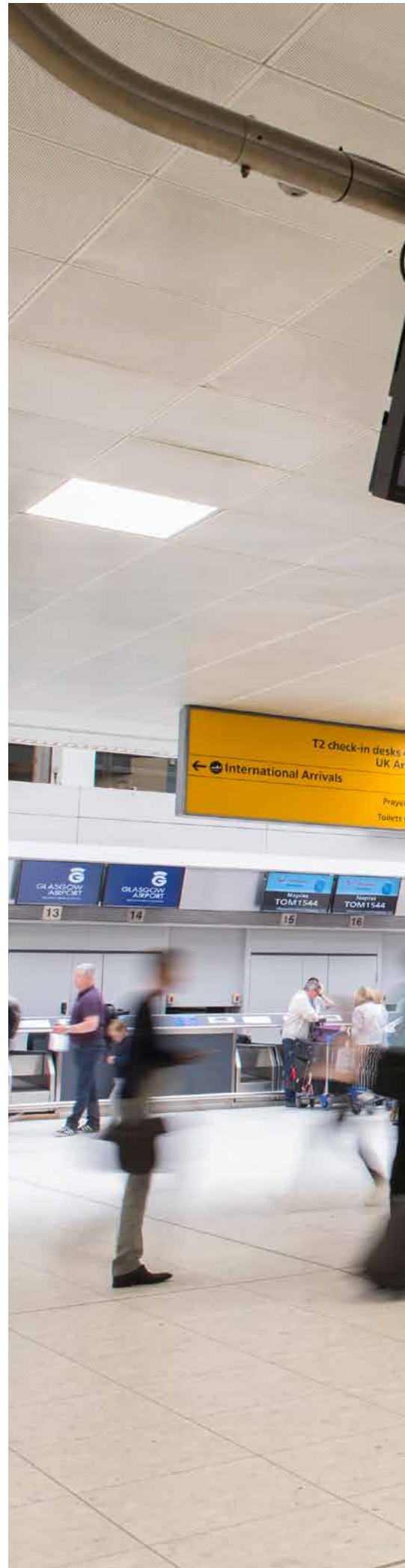
Provan readily admits that AGS is facing a number of challenges right now, starting with the uncertain situation around the Air Passenger Duty.

“Under the SNP Manifesto there was an expectation we’d move from APD to ADT [Air Departure Tax],” Provan says. “Unfortunately, it’s just been announced that this will be delayed by over a year. The earliest we’ll see it is 2020 and with some of the other challenges that has led to airlines rethinking operating out of Glasgow, with Ryanair going from 23 services here down to three because of this.”

AGS has been working closely with the Scottish government to find a way to unlock the stalemate between it and the UK government and Provan is optimistic about >>

“PEOPLE RECOGNISE THE FRIENDLINESS OF THE PEOPLE THAT WORK IN OUR AIRPORTS AND WE SPEND A LOT OF TIME DEVELOPING THAT SERVICE”

bold new phase of development designed to build the synergies that make such a large group worthwhile. However, that’s happening during an extremely eventful period in the UK’s history, and the airport business is at the



“BREXIT IS ABOUT ENSURING WE HAVE DETAILED CONTINGENCY PLANS, WHICH ARE DIFFICULT TO COMPILER DUE TO THE UNKNOWN NATURE OF THE FINAL DEAL”

finding a solution, but that’s not the only problem they are facing. Unsurprisingly, Brexit, particularly the sheer uncertainty around what it will look like, is proving an issue for airports.

“The GDP for the UK versus Europe, and the weaker pound are both providing opportunities for airlines to operate into Europe rather than the UK,” says Provan. “The regional market today is governed by low-cost operations, particularly with short-haul operations.”

With seemingly nobody having any guarantees about what Brexit will look like, AGS’s only option is to prepare for every possibly eventuality.

“Brexit is about ensuring we have detailed contingency plans,

which are difficult to compile due to the unknown nature of the final deal,” Provan says. “We’re planning for the worst with regards to Brexit. I hope we have a far better outcome moving forward.”

Brexit is just part of a constantly changing mix of environmental pressures affecting airports and airlines alike, including fuel prices and changing risk profiles.

“Recently with the collapse of some European Airlines, we’re seeing airlines seeking opportunities for open markets in Europe ahead of flying to the UK, with them putting quantities of equipment into those countries rather than incremental improvements. We’re competing heavily against other European



Time	Destination	Remarks
12:50	Stansted	
12:55	New York Jfk	EZY208
12:55	Tenerife	DL266
13:00	City Of Derry	MT1294
13:10	Sumburgh	FR7722
13:20	Birmingham	BE6919
13:25	Amsterdam	BE787
13:40	Amsterdam	KL1476
13:55	Berlin	EZY6853
14:00	Dublin	FR151
14:05	Heathrow	EJ3225
14:05	Reykjavik	BA1487
14:10	Birmingham	FR431
14:15	Dubai	BE789
14:15	Naples	EK028
14:20	Bristol	TOM1544
14:20	Fuerteventura	EZY404
14:25	Kirkwall	LS137
14:25	Heraklion	BE6915
14:30	Benbecula	MT1300
		BE6809
		13:01

Time	Destination	Remarks
14:40	Manchester	
15:00	Bordeaux	BE6945
15:05	Southampton	EZY9885
15:20	Heathrow	BE887
15:20	Tinville	BA1489
15:25	Dublin	LS155
15:30	Stornoway	FR5773
15:35	Birmingham	BE6926
15:35	Stansted	BE791
15:35	Stansted	EZY112
15:40	Prague	MT778
15:40	Alicante	LS153
15:55	Nicos	LS179
16:00	London City	LS121
16:00	Dioegal	BA6727
16:25	Complabtown	ED444
16:30	Belfast Intl	BE6847
16:30	Warsaw	EZY466
16:35	Torun	FR4741
16:35	Cork	BE6957
		EJ3833
		13:01

Time	Destination	Remarks
16:35	Tenerife	10M721
16:40	Algarve	FR786
16:45	Palma	EJ327
16:55	Amsterdam	19138
17:00	Malaga	KL1408
17:10	Gene	EZY982
17:25	London City	BE111
17:40	Luton	BE386
17:45	Gene	EZY614
18:00	Gene	FR187
18:00	Gene	EZY406
18:15	Gene	EZY486
18:30	Manchester	BE694
18:40	Heathrow	BA1465
18:45	East Midlands	BE357
18:55	Finn	EZY480
19:10	Gene	EZY714
19:15	Southampton	BE693
		13:01

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**Inside the terminal
 at Southampton Airport**

“WHEN WE EMPLOY STAFF WE DO IT ON TWO COUNTS, TECHNICAL CAPABILITIES, BUT ALSO THAT THEIR VALUES ALIGN WITH OUR COMPANY VALUES”

airports, even in transatlantic flights,” Provan says.

Provan is understanding of the challenges facing the airlines, however, and AGS Airports and Glasgow Airport in particular are working hard to help them face those challenges.

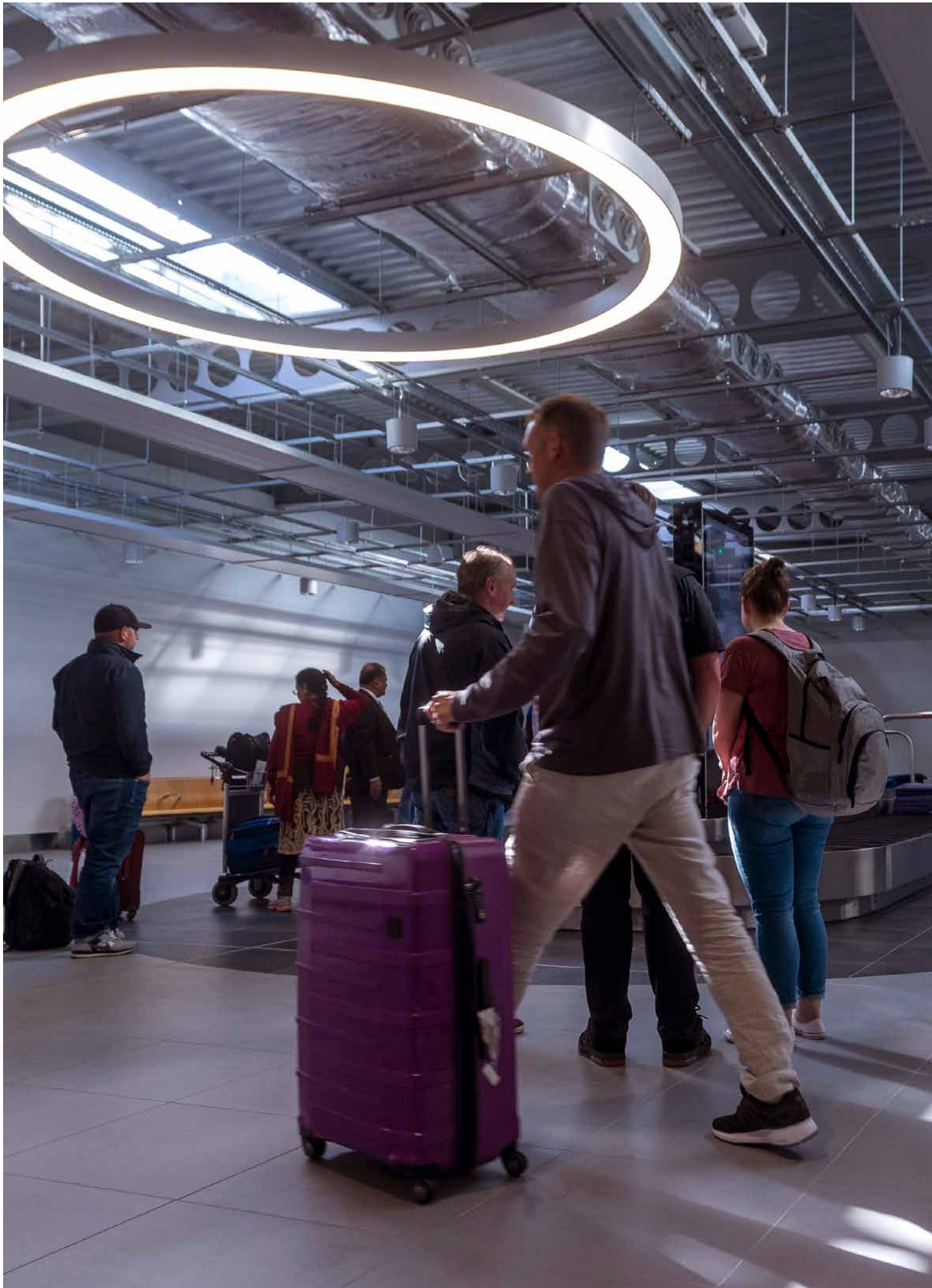
“It’s really clear when you look at the airline business models they’re continually having to change and adapt to the same issues that we have and in the past we’ve looked at the airports as a different business model to that of our airline customers, now we’re making sure our business plans align with those of the airlines,” he explains. “That’s a challenge as they’re so diverse, from low cost to full service

carriers. So, we’re doing that through infrastructure technology and process improvements where required. We also ensure we have the best destination marketing that we can for the cities that we serve to help the airlines best promote routes and de-risk some of their routes.”

ALIGNING VALUES

When it comes to winning over the airlines, one of AGS’s biggest assets is its staff, and that’s not by accident.

“When we employ staff we do it on two counts, technical capabilities, but also that their values align with our company values,” Provan says. “They’re very intuitive and easy to >>



understand, taking, care, pride and passion in everything we do.”

The trick is to make sure that anybody joining the AGS Airports family has a clear idea of what they’re getting into and what will be expected of them.

“At the point of engaging we’re transparent about the role and the challenges the role has and

the benefits of working for AGS” Provan says. “This for us means individuals can make informed choices and when they come on board they’re really clear they understand the business. That means a process of looking at core technical skills and their cultural fit to the business.”

What they’re getting into is a team where customer service is the first priority. Provan explains, “We make sure everyone that comes to Glasgow Airport knows that our purpose is to work for passengers and share our customer charter with them. It’s then about the development we create for them thereafter. They have a succession plan, we focus on developing their skills. It’s about ensuring we don’t look at our people or customers as part of a process but just that, people.” ☺

“WE MAKE SURE EVERYONE THAT COMES TO GLASGOW AIRPORT KNOWS THAT OUR PURPOSE IS TO WORK FOR PASSENGERS AND SHARE OUR CUSTOMER CHARTER WITH THEM”



« Baggage collection at Aberdeen Airport



« Inside the terminal at Aberdeen Airport



WE FIND OUT HOW A MAJOR CARIBBEAN TRANSPORT HUB HAS RECOVERED FROM A DEVASTATING HURRICANE TO REACH NEW HEIGHTS.

A BOLD RECOVERY

Saint Martin's largest airport, Princess Juliana International Airport, plays a pivotal role acting as a hub for other airports in the region.

It's a very modern airport with flights from major cities, including Europe, Canada, South America, Caribbean and the US," explains Ravi Daryanani, the CFO and Acting CEO for the airport. "We have daily flights, offered by 21 carriers providing direct service to 25 markets, as of today."

The crucial role that Princess Juliana plays in the air travel infrastructure of the region was disrupted in September last year, when the island of Sint Maarten/ Saint Martin was among the places severely hit by Hurricane Irma, rendering the airport completely inoperative.

Hurricane Irma was the strongest storm on record to ever hit the open Atlantic region. An extremely powerful and catastrophic hurricane that crossed Cape Verde, with the strongest maximum sustained winds since Hurricane Wilma in 2015, Irma was a tragedy for everyone in its path.

Irma hit St. Maarten with winds of 182 miles per hour, ripping off huge sections of roof from the newly built Princess Juliana International Airport terminal. The storm cast debris across the airport's runway, caused severe

heavy flooding and water damage and completely destroyed the airport's runway and tax lights. The hurricane also obliterated the airport's entire perimeter fence and caused sustain structural damage to all four of the airport's jet bridges. But Irma was only the beginning of the airport's troubles, with Hurricane Jose and Hurricane Maria following it over the next two weeks, unleashing a downpour of heavy rain onto Princess Juliana's damaged roof and into the flooded rooms underneath. Not surprisingly, the water damage was soon joined by mould beginning to grow on the airport's interior walls.

By December the airport had been declared a public health hazard and suffered \$76 million in damages and losses, even that only a fraction of the £3 billion Irma had caused as a whole. It was the most devastating Atlantic hurricane since records were first kept in 1851.

As well as suffering horrendous damage from the hurricane itself, airport was also unable to function as a commercial and passenger terminal for weeks after the storm, as it was taken over by the Royal Dutch Marines, and accepted only military and relief flights >>

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The beach at Maho Bay is one of the world's premier planespotting destinations. Airplanes landing at the Princess Juliana Airport fly over beachgoers.





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AFRICA

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CARIBBEAN

EUROPE

LATIN AMERICA

MIDDLE EAST

EXECUJET IN ST MAARTEN

ALL SET FOR THE CARIBBEAN SUMMER

ExecuJet is one of the world's leading business aviation organisations and is part of the Luxaviation Group, the second largest private jet operator across the globe. In the Caribbean, ExecuJet provides a full range of services including aircraft parking, immigration and customs clearing, car rental and hotel reservations, and private air to yacht transfers to nearby islands.

In June this year, the company celebrated the two year anniversary of its fixed based operation (FBO) at St Maarten's Princess Juliana International Airport (PJIA), a key location for those flying by private jet to the exclusive mega-yacht destinations of Anguilla, St. Barths and St. Kitts.

When ExecuJet acquired the FBO, its first in the Caribbean region, from TLC Aviation back in 2016, no one could have predicted the challenges and opportunities the next two years would bring. The devastation wrought by Hurricane Irma on St Maarten and across the Caribbean islands in September 2017 vastly impacted every business operating on the island and at the airport – and ExecuJet was no exception.

HURRICANE IRMA

While all ExecuJet staff were safe when the hurricane hit, the damage to the facility was extensive. Patrick Hansen, CEO of the Luxaviation Group, flew out to help distribute supplies and assist with recovery in the aftermath, and said of the event: "Having personally witnessed the devastation I am leading the Luxaviation Group in pledging to assist and support our colleagues, so their lives can be rebuilt. In the meantime, we will look to the future and hope to reconstruct what has been lost."

It appears ExecuJet and the wider Luxaviation Group has been fulfilling its promises to its staff and customers. Just one month on since the Category 5 hurricane hit St Maarten, ExecuJet resumed operations. The milestone moment came when FBO staff successfully handled an ultra-long-range Dassault Falcon 8X aircraft on 10 October 2017.

Steven Kong, managing director of ExecuJet's St Maarten FBO, hinted at the time that the facility would be returning to full strength "very soon", saying: "I am immensely proud of the team here in St Maarten. They have worked tirelessly to get our FBO fully operational as soon as possible, while also attending to humanitarian and relief flights during the crisis. The island is rebuilding, hotels and resorts continue to reopen, and we're looking forward to welcoming customers back to this beautiful part of the world."

BACK TO STRENGTH

A year on, and although the FBO is not yet operating at capacity, it is on a steady path back to recovery. The facility is currently also supporting commercial passenger handling for PJIA, after the roof to the airport's main passenger terminal was lost, leading to severe water damage inside the building. Reconstruction of the main terminal is the primary focus of restoration efforts at the site, and it won't be long before ExecuJet's customers will once again enjoy the sole use of its passenger lounge.

Kong says: "Every company at the airport is contributing to bringing the site back up to full capacity, and the ExecuJet team is assisting in every way we can. We've volunteered our FBO terminal to government authorities, such as customs and immigration, but we've maintained the use of our primary offices and rooms. This means that, although the airport is still being developed, our customers can expect the same level of personalised care and service they associate with ExecuJet when they visit the Caribbean."

TOURISM REBOUNDS

The high season for Caribbean tourism begins in mid-November, during the Thanksgiving holiday period in the US, and lasts through to the end of



April. Staff at ExecuJet's FBO are cautiously optimistic for a resurgence in visitor numbers.

Kong notes: "While St Maarten is still largely rebuilding, several of the island's key holiday resorts are planning on opening for the 2018 winter season. Alternatively, visitors can use the ExecuJet FBO as a base before continuing on by sea or smaller island hoppers to alternative destinations such as St. Kitts & Nevis or Montserrat, which were less affected by the hurricane." Another favourite amongst high-end travellers, Anguilla, is relaunching many of its top resorts in November, spelling a sunnier outlook for the region's tourist trade.

A GLOBAL SUPPORT NETWORK

In addition to its St Maarten FBO in the Caribbean, ExecuJet has operations in five more regions – Africa, Asia Pacific, Europe, Latin America and the Middle East – embracing a workforce of more than 1,000 experienced staff. In partnership with Paragon Aviation Group™, it has 55 FBOs worldwide, 27 of which are managed by ExecuJet. The company has successfully advanced to IS-BAO Stage III certification from the International Business Aviation Council, proving its dedication to the highest standards of safety and service.

Being part of a global FBO network has its advantages, particularly in times of crisis, says Ettore Poggi, global FBO director for the Luxaviation Group. He comments: "When a major incident occurs, being part of a network is essential for swift and total recovery. With Hurricane Irma, relief aircraft were immediately dispatched from elsewhere in ExecuJet's network, bringing supplies and aid to those in need."

For pilots, passengers and crews, the assurance that FBO staff are upholding the highest global safety standards is part of the appeal when choosing a facility that's part of a network. All ExecuJet FBOs meet NATA Safety First Standards, and many have been accredited by IS-BAH (the International Standard for Business Aircraft Handling). According to Poggi: "Network FBOs are better able to implement these industry-leading standards, as consistency can be maintained across the board, regardless of location. For ExecuJet customers, this gives a valuable indication of the level of service they can expect at any one of our 27 FBOs worldwide."

READY FOR SUCCESS

Following the dramatic rebuilding efforts taking place across the Caribbean, the bucket-list destination is once again top of many travellers' lists. Those that head to the islands this holiday season can enjoy ExecuJet's industry-leading customer service at the fully reconstructed St Maarten FBO, certain of a warm welcome from staff that are delighted to be getting back to business.

Find out more and visit us at: www.execujet.com



Ravi Daryanani,
CFO and Acting CEO

“WE HAVE DAILY FLIGHTS,
OFFERED BY 21 CARRIERS
PROVIDING DIRECT
SERVICE TO 25 MARKETS,
AS OF TODAY”

to the island. The Dutch and American governments, working with various airlines and non-governmental organisations, were bringing in over three hundred thousand pounds of food, water, tents, tarps and hygiene products in an effort to help the island get back on its feet.

The effects of the hurricane were devastating, and for Princess Juliana International Airport the consequences have resulted in a dual challenge. First, the airport needs to be rebuilt, but secondly, the airport needs to remain functional despite the damage it has taken, even throughout the reconstruction process.

But this isn't the first time a hurricane has hit St Maarten, with Hurricane Luis causing tremendous damage in 1995. The

island recovered from that, and they're ready to do so again.

A TIME TO REBUILD

“I would say the biggest challenge is trying to get people to understand you can't rebuild an airport like you rebuild a house,” Daryanani explains. “Everyone is so focused on saying the airport should be rebuilt by a certain time, but we're trying to get people to understand the processes we go through. You don't just put a roof on an airport without having a proper structural assessment done first. These things take time. If you want to build, you want to make sure you're choosing the right people, getting quality of work, and that has been the big challenge, to juggle the >>



“IRMA WAS ONLY THE BEGINNING OF THE AIRPORT’S TROUBLES, WITH HURRICANE JOSE AND MARIA FOLLOWING IT OVER THE NEXT TWO WEEKS”

perceptions and expectations of the people working for the airport and using the airport.”

At the same time, actual reconstruction has faced further administrative hurdles.

“It’s taking us longer to rebuild in the sense that we can’t rebuild until we’ve settled our insurance claim,” Daryanani says. “But the plans are there, the work has started, everything has been demolished. The removal of the damaged interior walls is almost near completion. The structure is fine, it withstood Irma, and right now we’re putting on a new roof.”

In the meantime, the airport is open for commercial activity.

“What we have done is open a temporary departure and arrival pavilion, so the flow of passengers has at least a sense of normalcy and comfort,” Daryanani says. “If all goes as planned, and barring any severe weather, construction in the terminal will begin mid October 2018 and is expected to take about a year and a half until the complete terminal is ready; however, the rebuilding is being done in phases, so we can start providing a better service to customers, handlers, airlines and others, as each phase is completed.”



PRINCESS JULIANA INTERNATIONAL AIRPORT

“THE ONE THING WE HAVE TO BE MINDFUL OF IS WE HAVE HOTELS THAT HAVE ALSO BEEN SEVERELY DAMAGED, WHICH AFFECTS THE ABILITY OF PASSENGERS TO FIND SOMEWHERE TO STAY”

Despite the challenges ahead, Princess Juliana International Airport isn't just working to put things back the way they were before Irma. They want to bring the airport back smarter, bigger and better than ever to withstand the challenges of the future.

“I think we have to build a stronger, wind resistant airport. We're looking at a building that can withstand 185 miles per hour plus winds. We're looking at how the structure will be inside, the windows, taking safety into consideration at every level and turning the terminal into a smart facility,” Daryanani says. “And also looking at what the weather is becoming. It's been a huge game changer for us. We've not been hit by anything major in 22 years, so when a storm like this comes along you're shook up, but it's also a time

to press the reset button and think about what you want you to do moving forward.”

ONE-FOR-ALL

More important than any buildings hit by Hurricane Irma are the people whose lives were upended by the disaster, and Daryanani has nothing but praise for the dedicated airport staff who have kept the facility running even while their own homes have been in turmoil.

“Our staff is very resilient, very dedicated,” he says. “Obviously everyone has their own personal issues that they're dealing with. There are people who still have damage to their homes, but we have a resilient and loyal staff, most of them have been here for years. There's a mixture of people who've been here 20 or 30 years. The staff shows up for work every day, recognizing and understanding the difficulties we're facing. They're working very hard. We've had to shuffle people into other positions for now but everyone's just grateful to have a job at this point. We've avoided making any cuts to staff whatsoever.”

High Aerial view of the island
of St. Maarten on a sunny day

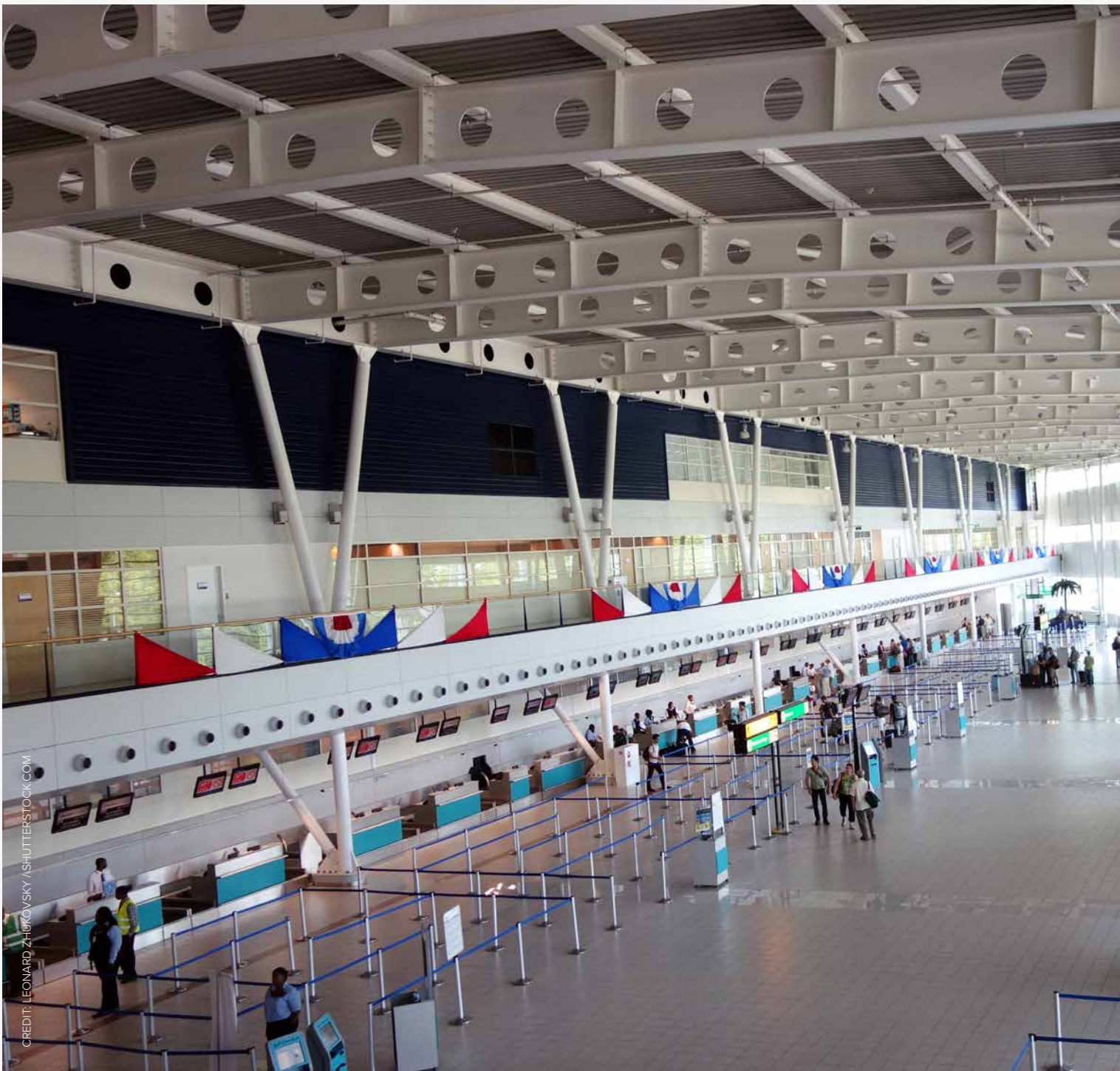
Low flying airplanes landing near Maho Beach on island of St Maarten

Of course, it's important to remember that the damage inflicted by Irma didn't just affect the airport.

“The one thing we have to be mindful of is we have hotels that have also been severely damaged, which affects the ability of passengers to find somewhere to stay,” Daryanani says. “Everything that's happening is happening hand in hand, and so it's all going to take a while.”



CREDIT: EARTHSOPE IMAGEGRAPHY / SHUTTERSTOCK.COM



CREDIT: LEONARD ZHUKOVSKY / SHUTTERSTOCK.COM

A critical element of both the reconstruction and continuing work of the airport has been communication, and it's one Daryanani takes very seriously.

"We have an internal newsletter, that's our number one channel and keeps our staff abreast of what's going on. But we also have our division and directors' and managers' meetings, with those key people that then relate these messages to their respective staff members," he says. "We also hold monthly meetings with airlines and baggage handlers,

"THERE'S A MIXTURE OF PEOPLE WHO'VE BEEN HERE 20 OR 30 YEARS. THE STAFF SHOWS UP FOR WORK EVERY DAY, RECOGNIZING AND UNDERSTANDING THE DIFFICULTIES WE'RE FACING"

and we're also having meetings with the hotel associations and the tourist offices, including those from the French side. Another key stakeholder is L'Esperance Airport, the smaller, yet significant airport on the French side of the island. So, I think that we've set up a very good communication web by just having these meetings and making sure everyone's aware of what's happening every step of the way."

It's been a challenging year, and there is still so much to do, but Daryanani is optimistic about

PRINCESS JULIANA INTERNATIONAL AIRPORT



✦ Princess Juliana International Airport terminal

the future. New Finance Minister Perry Geerlings has stated that one of the government's main priorities is getting Princess Juliana International Airport and its neighbouring hotels "up and running as soon as possible", and the International Monetary Fund has stated that recovery in both areas will be essential for the St. Maarten economy.

"Let me put it this way, Saint Martin is very important given



BY DECEMBER THE AIRPORT HAD BEEN DECLARED A PUBLIC HEALTH HAZARD AND SUFFERED \$76 MILLION IN DAMAGES AND LOSSES

its geographic location in the Caribbean. As a result, its airport, Princess Juliana International Airport, serves as the preferred hub for many in the region, given its network. Prior to hurricane Irma we recorded passenger movements more than 1.8 million annually, so we will be building smarter, bigger, better and stronger," said Daryanani.

Indeed, as of press time airlines are already preparing themselves

for a new influx of passengers, with American Airlines recently announcing an increased seat capacity on their daily flight from Miami, putting a 160-passenger capacity 737-800 aircraft on their Miami International Airport – Princess Juliana International Airport route. The airline is also adding a daily nonstop flight from its hub at Charlotte Douglas International Airport to St. Maarten from the 4th of November this year, alongside a second daily nonstop from Miami that will begin on December 19th. Princess Juliana International Airport has a lot of work to do, but the future is looking bright.

"Our country partners depend on us and so do their economies. Tourists are returning and so are the airlines, which is proof that we still connect the Caribbean to the Globe." ☺

"PRIOR TO HURRICANE IRMA WE RECORDED PASSENGER MOVEMENTS MORE THAN 1.8 MILLION ANNUALLY, SO WE WILL BE BUILDING SMARTER, BIGGER, BETTER AND STRONGER"

LONDON STANSTED AIRPORT

LONDON STANSTED IS CURRENTLY UNDERGOING ONE OF THE BIGGEST UPGRADES IN THE AIRPORT'S HISTORY. WE LOOK AT WHY IT'S HAPPENING, AND HOW THEY'RE CARRYING IT OUT.

AN AGE OF RENEWAL

London Stansted is the UK's fastest growing airport, serving more destinations in Europe than any other UK airport. As Brexit approaches and the UK is on the verge of seeing huge changes in its relationship with the rest of the world, these airports are in many ways going to be our calling cards to the rest of the world.

So perhaps it's appropriate that London Stansted Airport is undergoing the biggest renovation the airport has seen since 1991.

"Since MAG (Manchester Airport Group) acquired London Stansted in 2013, it has been one of the UK's fastest growing airports with passenger numbers increasing by 40% to over 26 million today. With further passenger growth expected over the next decade and new airlines keen to join Stansted, it's vital we plan for the future. Over the next five years, we have ambitious plans which will see a £600 million transformation of the airport including a new terminal for arriving passengers," explains Paul Willis, the Director of the airport's transformation efforts.

With the current growth in traffic, London Stansted Airport is approaching its capacity in the peak hours and now needs to expand facilities for airlines, customers and passengers.

"Making best use of our single runway is key to supporting both the UK and East of England economy.

With Emirates starting daily services to Dubai in June, it is a clear statement of Stansted's potential over the next decade. We are committed to working with Government to deliver its objectives of increasing international connectivity and trade post-Brexit, particularly with fast growing markets like China and India."

Sitting at the heart of the burgeoning London to Cambridge corridor and the growing East of England region, the airport plays

"MAKING BEST USE OF OUR SINGLE RUNWAY IS KEY TO SUPPORTING BOTH THE UK AND EAST OF ENGLAND ECONOMY"

a significant role in connecting thriving hi-tech businesses in places like Hackney and life science research parks in Cambridge with the world. These companies do business on a global scale and access to a growing and better-connected airport is critical to their success," Willis tells us.

>>
**Paul Willis -
Programme
Director Stansted
Transformation Project**

>>





Creating productive infrastructure

Understanding the business needs of our clients allows us to offer a targeted approach when we deploy Project and Programme Management Offices (PMOs). The result is enhanced end-user experience and infrastructure optimised for return on investment.

[Opening opportunities with connected thinking](#)

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MOTT MACDONALD

BUILDING PROJECT MANAGEMENT OFFICES THE RIGHT WAY

Stansted Airport is currently the UK's fastest growing airport, a status enjoyed since its acquisition by Manchester Airport Group (MAG) in 2013. Further investment is planned as the parent company looks to address the shortfall of UK passenger capacity as we enter the next decade. 50% of London's new passenger growth is scheduled to route through Stansted as the airport grows from 26 million passengers per annum to a sizeable 43 million passengers per annum, subject to planning permission.

MAG has approached the challenge of facilitating this rapid growth from two sides. From an operational perspective, it recognised the need to expand its route network, which it will supplement with increased airline capacity. As well as this, new infrastructure must be built such as the new arrivals terminal, while the existing terminal is to be enhanced. These campus-wide improvements are known as the Stansted Transformation Programme.

MAG employed Pascall+Watson architects, teamed with engineering support from Mott MacDonald and Ramboll, to work through the design. However, while already equipped with their own project staff, MAG recognised the need for specialist advice during the design and procurement phases. To meet this need, Mott MacDonald was also appointed to deliver project, programme and cost management consultancy services in the form of a project management office (PMO).

On major projects, it's typical for consultants to supply traditional PMO services such as risk reports, budget S-curves and planning. While this type of reporting has its place, it is very much retrospective in nature, often swamping clients with paperwork and meetings, entirely to point out what happened last month. If you're lucky, you might even get (yet another) dashboard telling you how much money you've spent.

If this sounds familiar don't worry, you're not alone. This type of project management support is not exclusive to the infrastructure market, it is prevalent throughout the major project world whether that be a new airport, car launch or IT programme. Providing predictive analytics and intelligent forecasting is more challenging, which is perhaps why it is so rare in comparison. With forward-thinking advice on their side, clients can make informed strategic decisions without getting stuck in the tactical mire.

UNDERSTAND THE BUSINESS NEED

So how can this balance, where projects are healthy and decisions are informed, be achieved? The first step on the journey is to understand the overarching requirements of the organisation and the programme as a whole. Whether a transformation programme, a single major project or an extension of business as usual requirements, it is critical that the PMO understands the business needs and aims of the organisation. Without this, the inherent complexity and evolving nature of big projects will pull teams into their own silos. If this occurs then they'll only be able to focus on their own tasks, regardless of how they affect each other and whether the work they are doing remains aligned to the strategic objectives.

At Stansted, the design team quickly got to grips with the driving forces behind the programme. At airports, passengers are the lifeblood of the business. The holy grail is a happy passenger who has an effortless journey from drop-off to take-off, such as minimal, preferably automated, queuing and processing time and access to high-quality connectivity, food and beverage outlets, retail shops and lounges. An excellent passenger journey allows the airport to better manage throughflow and, as a result, revenue.

ORGANISE FOR EVOLUTION

Once the business need is understood, the PMO can then be appropriately built and resourced to provide the right service. A degree of flexibility is required, as often project needs are different to what was outlined in the original scope. Further changes will come as external pressures arrive, typically when it comes to the budget or schedule, however this includes changes to operational capability as well. Following the business needs process, the PMO needs to assess how potential changes are handled.

For MAG, this issue was made even more complex by the nature of airport design. The aviation sector is a complex theatre of operations, with airports representing large and inter-linked chains built to facilitate a single customer journey. This is the opposite of shopping centres or sports stadia for example, where customer journeys are individual and uncontrolled. They are further encumbered by demanding stakeholder groups, from border control to airlines to retailers. Because of this, Mott MacDonald's PMO had to maintain visibility of the impact of potential changes, which at first glance appeared to be localised to an individual sub-project such as the location of security gates, but actually would have wide-reaching impacts across the site. This was achieved by continually assessing designs and maintaining high levels of client engagement.

ANALYSE AND ADVISE

With an understanding of the organisation and its needs, as well as access to accurate data, PMOs can interrogate the data and offer intelligence, which is the opinion that clients value the most. At Stansted, Mott MacDonald modelled the impact of design decisions on areas such as capital and operational expenditure, passengers, the customer journey and retail space over a life-cycle, rather than a simple comparison of build cost at a single point in time.

By understanding and modelling this data, Mott MacDonald's PMO has been able to provide accurate and meaningful forecasts, giving insight into how MAG's business could look in the future and allowing them to optimise their investment as necessary.

Key to the success of the Stansted Transformation Programme to date has been a highly collaborative design team and an engaging, open-minded client. As a result, Mott MacDonald has been able to provide leading-edge advice which makes a difference. Everything in today's digital world is becoming customisable and flexible, so the PMO needs to follow suit.

Andrew Eagle, account lead, Mott MacDonald



“LIKE ANY BUSY AIRPORT WE DON'T HAVE THE LUXURY OF CLOSING THE AIRPORT DOWN FOR A COUPLE OF YEARS”

NO TIME TO STOP

Of course, renovating an airport isn't quite the same as redecorating a hotel or a shop, you can't just close up for a couple of weeks and open up when you're done. Instead, it's a careful balancing act.

“Like any busy airport we don't have the luxury of closing the airport down for a couple of years, so the way we go about delivering infrastructure while minimising disruption to passengers is really important and our plan is a result of that,” Willis says. “The centrepiece of the transformation project is a new arrivals terminal

which will be located next door to the existing terminal building. Costing £130 million, this state-of-the-art facility will span three levels and see all arriving passengers use the terminal for immigration, baggage reclaim and onward public transport connections. The day-to-day operations can continue and once that arrivals building is built in 2020 we can open that up and reconfigure the existing terminal to a 'departures only' facility to provide passengers with a more spacious and relaxed customer experience.”

It's an epic project that requires the services of a design team



“LOOKING TO THE FUTURE, THE AIRPORT WILL CONTINUE TO GROW AND WE EXPECT TO REACH OUR CURRENT PERMITTED LIMIT OF 35 MILLION PASSENGERS IN THE EARLY 2020S”

we’re coming up with are aligned with the passenger demand.” Willis explains.

“Looking to the future, the airport will continue to grow and we expect to reach our current permitted limit of 35 million passengers in the early 2020s. Over the past 12 months we’ve listened and consulted with the local community to shape our plans and we’re now seeking planning permission from our local council that will allow us to make best use of our single runway, within our existing flight limits and agreed noise footprint.

KEEPING YOU FLYING

Ask anyone who flies regularly and they’ll tell you, an airport isn’t just bricks, mortar, security checkpoints and duty free. An

airport needs people, and they can make all the difference to your flight experience, and part of Stansted’s transformation is a concerted effort ensure their programme employs the best people and provides a step change in passenger experience.

“We’ve teamed up with Harlow College to develop a new further education college based at Stansted, the first of its type at any UK airport. It will focus on delivering aviation courses tailored towards STEM subjects (Science, Technology, Engineering and Maths). When ready in the Autumn this year, it will provide a steady stream of skilled workers ready for a job at the airport,” Willis says.

At the same time, Stansted is heavily invested in, and draws most of its talent, from the local community.

“Our investment in education and skills is long-standing. We have apprenticeship and graduate schemes and an academy which helps people of all ages and levels find the job with us that’s right for them,” he points out. “Out

Artist’s impression inside Stansted’s new arrivals building

» arrivals building

^ CGI showing the plaza outside the front of Stansted’s new arrivals building

backed up by two engineering companies and the latest simulation techniques.

“We’re working with international software company, CrowdVision, who use video-based software to analyse the flow of passengers through the airport and the utilisation of key assets, so we can improve the experience and make best use of our capacity. Doing it in that way we can ensure the facilities



CROWDVISION

DATA TO KEEP PEOPLE MOVING

www.crowdvision.com

CROWDVISION

MANY TERMINAL OPERATORS ARE NOW PROCURING “WAIT TIME SYSTEMS” OR “QUEUE MEASUREMENT SYSTEMS” TO MEASURE QUEUE LENGTHS AND HENCE PASSENGER EXPERIENCE AT TROUBLESOME CHECKPOINTS.

CrowdVision offers wait time measurement capability but also so much more. We measure the wider set of metrics needed to improve forecasting, planning and operational decision-making.

Our aim is to facilitate optimised checkpoints – matching resources to passenger demand, minimising wait times and keeping passengers moving. At Stansted CrowdVision data helps the Airport and Border Force to collaborate 24/7 to optimise immigration operations, ensuring that wait times are minimised and resources maximised. CrowdVision data also drives optimisation of the Check-In hall and Security checkpoint, in real-time and over time.

Beyond individual checkpoints, we measure the full passenger journey, helping customers to optimise flows end-to-end, create great passenger experiences and maximise revenues. At Stansted CrowdVision helps the Airport to understand and balance the use of the departure lounge to ensure clear flow corridors, adequate seating and optimised retail.

As passenger numbers grow, and our customers start to out-grow their terminals, CrowdVision provides invaluable data to support expansion business cases, drive capacity modelling and ensure that new designs are optimised to meet future demand. At Stansted CrowdVision data is being used to baseline plans for the



transformation programme and new terminal developments.

When they invest in CrowdVision, customers embark on a data-enabled optimisation journey, continually accessing new insights and new opportunities to improve operations, commercial outcomes, passenger experience and future

developments. Definitely more than a wait time measurement system!

Find out more and visit us at: www.crowdvision.com



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London Stansted's iconic Lord Foster designed terminal opened in 1991

“FOR OUR OWN EMPLOYEES AT STANSTED WE HAVE A NUMBER OF SCHEMES TO BROADEN THEIR TRAINING, MOVING THEM AROUND THE OPERATION”

of 12,000 employees, 75% live locally in Essex and Hertfordshire. We're the biggest single employer in the East of England. If we are permitted to grow beyond 35 million passengers a year this would increase to 17,000, creating further training and job opportunities for our local communities. This requirement means its important we get the best people and there's a whole range of capabilities and skills and people we need who can deliver that infrastructure. Earlier this year, hundreds of job seekers passed through the doors of our job fair. This event had 40

airport companies attending, showcasing 700 full-time and part-time positions. Regular jobs fairs also take place in Harlow and Tottenham – areas which attract high numbers of job seekers to the airport.”

Among the programmes the airport has launched is an Aerozone Stansted Education Centre, which supports those of school and college age to gain a better insight to the world of work. The centre is a fun little classroom close to Stansted's runway that brings to life the airport jobs and the roles people can take at the airport, capturing their >>

LONDON STANSTED AIRPORT



“FUTURE-WISE WE SEE STANSTED AS A REALLY IMPORTANT AIRPORT IN THE EAST OF ENGLAND. IT GIVES CHOICE TO PASSENGERS.”

interest young. In May, the centre reached a major milestone when it welcomed its 10,000 visitor since opening just three years ago.

Meanwhile the staff already working at Stansted are also given opportunities to develop.

Willis elaborates, “For our own employees at Stansted we have a number of schemes to broaden their training, moving them around the operation. We have dedicated training programmes, programmes for further education and we help our future leaders and high potential staff to get onto attain professional qualifications and go further in their career and their development. We also have a programme where people have the ability to move around the organisation, even to different airports including Stansted, Manchester the East Midlands and also the US. We’re privileged that we don’t just manage a single airport.”

All of this will help Stansted play a pivotal role in the UK’s future as we move forward, making it an ideal point for businesses and tourists to enter the country, and for the country to connect with the rest of the world.

“Future-wise we see Stansted as a really important airport in the East of England. It gives choice to passengers. These are exciting times for the airport and we are confident that our growth plans will support both the wider UK economy and continued growth to the east of England offering more jobs and opportunities to the region. Willis says. “We continue to introduce new airlines and new destinations. Our confidence in delivering this growth is underpinned by our commitment to invest £600 million to expand the airport and improve the passenger experience. ☺



>> Aerial view of London Stansted Airport



RAYSUT CEMENT IS A REGIONAL LEADER AND THE LARGEST PRODUCE OF CEMENT IN OMAN. WE LOOK AT HOW THEY DO IT.

CEMENTING THEIR REPUTATION

As the city of Salalah has gone from success to success, and the nation of Oman's development has grown, it has had one valuable partner. Raysut Cement Company has brought life and growth to the local and surrounding communities across Oman.

The company has made a name for itself backed up by a promise of quality in all its products and solution. It's the kind of quality that has earned them certification from the American Petroleum Institute, marking them out as a solution provider for the region's oil industry.

The secret to their success has been a keen understanding of the importance of collaboration, working with local and international partners to provide resources, expertise and focus necessary to efficiently enact solutions that will aid growth in the construction industry throughout the Middle East.

At the same time, Raysut Cement Company boasts a robust maritime fleet, allowing them to expand their reach and boost the development of communities and businesses in Southern Oman, Yemen, East Africa and across the Indian Ocean.

>>
Raysut produce three million metric tons of cement a year

A toolbox of strong partnerships, high-quality products, rapid growth and some major acquisitions have equipped Raysut to establish itself as the chosen strategic partner for organisations looking to build growth in the developing world.

They have set themselves apart from the region's other cement producers by offering a competitive variety and quality

“THE COMPANY HAS MADE A NAME FOR ITSELF BACKED UP BY A PROMISE OF QUALITY IN ALL ITS PRODUCTS AND SOLUTION”

of products, accompanied by a determinedly customer-focused marketing and logistics operation.

SETTING A COURSE

This strategy has been pioneered by Raysut Cement's strong leadership, a Board of Directors who are qualified, non-executive and independent members. This leadership team of nine Directors is elected at Raysut Cement Company's annual General Meeting for a period of three years, with the option of re-election.

>>







“THE BUSINESS HAS A **STRONG COMMITMENT TO FAIR BUSINESS PRACTICES,** WHICH IS WHY THEY BELIEVE IN COMPLIANCE WITH CORPORATE GOVERNANCE POLICIES AND PROCEDURES WHENEVER DEALING WITH THEIR STAKEHOLDERS”

The Board hold meetings every three months, with additional sessions when needed, and all the Directors actively participate in the decision-making process of the company. Every decision is unanimous. The Board also forms

Reliability you can trust

Since 1979, we rank amongst the most recognized commercial explosive, drilling & blasting operator in the Middle east. We offer reliable products and optimum services that meet international standards which include industrial explosives (Oman & UAE), Drilling and Blasting (Oman/UAE), Earthworks, Mine Quarry Management, Minerals, Rock Drills, Drilling, Dust Suppression, Survey and Blasting that meet international standards. We firmly believe in “think safety and act safely” and are steadfastly committed to safety in all fields of our operations. We care about the environment, the human aspect and its credit to such corporate value that enables us to provide a reliable service that you can trust.



شركة الفجر العالمية للمحرق
AL FAJAR AL ALAMIA CO. SAOG

Technical Drilling & Blasting CO. LLC.
UAE



ALMUSDAQ

Audit and Executive committees to effectively and rapidly deal with any issue that requires special attention.

The business has a strong commitment to fair business practices, which is why they believe in compliance with corporate governance policies and procedures whenever dealing with their stakeholders. Raysut Cement Company fulfils all of its statutory obligations and does not tolerate any illegal practices.

CEMENTED IN HISTORY

Of course, to understand Raysut's success it is important to look at where it came from, going all the way back to the company's foundation in 1981 by Ministerial Decree No. 7/81, when it was registered as an Omani joint

stock company in Salalah, Oman. However it wasn't until 1984 that Raysut Cement Company first began commercial production, leading up to the official inauguration of its factory in 1985, on Oman's 15th National Day.

When it was established the company's capital was in the region of six million rials, growing to eight million rials by 1983, and 10 million rials by 1994. By 2002 that capital had reached 15 million rials by issuing free shares to its shareholders. In 2005 Raysut

issued preference shares to its shareholders increasing its capital to 20 million rials.

It's a history that has been marked by growth. In 1994 the Board of Directors made the decision to increase their production capacity by adding a second production line to reach a capacity of 750,000 metric tons of clinker per year, the equivalent of 825,000 metric tons of cement per year. In 2003 they made the decision to further their production capacity, installing a

“WHEN IT WAS ESTABLISHED THE COMPANY'S CAPITAL WAS IN THE REGION OF **SIX MILLION RIALS**, GROWING TO EIGHT MILLION RIALS BY 1983, AND 10 MILLION RIALS BY 1994” >>





“BY 2005 A FOURTH PRODUCTION LINE HAD BEEN LAUNCHED, BRINGING THEIR CAPACITY TO 2.6 MILLION TONS OF CLINKER, THE EQUIVALENT OF THREE MILLION METRIC TONS OF CEMENT A YEAR”

third production line bringing their capacity to 1.85 million metric tons a year, the equivalent of 2.25 million metric tons of cement a year. By 2005 a fourth production line had been launched, bringing their capacity to 2.6 million tons of clinker, the equivalent of three million metric tons of cement a year.

At this time the company decided to enter a joint venture

with its Yemen partners, establishing a cement terminal facility for cement packaging and distribution at the port of Mukalla. Soon a second cement terminal facility for packaging and distribution joined it, being opened at port Sultan Qaboos Port in Muscat. The new facility started work in the year 2000.

Over the course of its history Raysut Cement Company has

been recognised numerous times for its achievements, being awarded the Environment Award for being the best Omani manufacturer in 1986, 1993, 1994, 1995, and 1998. They have also been awarded a certificate of recognition in the years 1996 and 1999 for complying with the environmental requirements. Additionally, Raysut won the GCC award for the Best Environmental Business for the year in 1998.

Raysut has remained the largest cement producer in Oman, expanding its production bases to Ras Al Khaimah in the UAE through the acquisition of Pioneer Cement Industries LLC, an integrated cement clinker and grinding plant in 2011. They've also diversified into



ready mix concrete and other cement products thanks to the acquisition of 50% ownership in Oman Portuguese Cement Products LLC that same year, giving them the ability to provide to the entire gamut of cement and cement products.

Today Raysuti is a regional leader and the largest producer of cement in Oman.

A MISSION SET IN CEMENT


Throughout its history, Raysut Cement Company has been guided by a strong values and mission, primarily to create value on a sustained basis for all stakeholders through standards of transparency, accountability and responsibility, innovation and leadership in cement

manufacturing while fulfilling their corporate social responsibilities.

This comes down to four key objectives, adopting the best industry practices in all aspects of operations, actively managing and building their business with high quality assets and services, striving towards a high performance, and an organisation in which every

individual accepts responsibility and is rewarded for results. They aim to gain mutual trust of the shareholders, employees, customers, suppliers and communities through positive communications and by consistently delivering on their commitments. It looks like they've gone a long way to succeeding at this. ☺

“AT THE SAME TIME, RAYSUT CEMENT COMPANY BOASTS A ROBUST MARITIME FLEET, ALLOWING THEM TO EXPAND THEIR REACH AND BOOST THE DEVELOPMENT OF COMMUNITIES AND BUSINESSES IN SOUTHERN OMAN”

A wide-angle, high-angle photograph of a modern, multi-lane asphalt highway that curves through a lush, hilly landscape. The road is marked with white dashed and solid lines. A single white car is visible on the road, driving away from the viewer. The surrounding terrain is covered in dense green forest and some rocky outcrops. In the background, there are more hills and a cloudy sky. The overall scene conveys a sense of infrastructure development in a natural setting.

WE FIND OUT ABOUT THE PROCUREMENT
INFRASTRUCTURE THAT ALLOWS SOGEA
SATOM TO MAINTAIN ITS POSITION AS A
CONSTRUCTION LEADER.

ANATOMY OF A **SUPPLY CHAIN**



Sogea Satom is of the key companies inside VINCI, the construction-concession worldwide leader that employs over 180,000 people across five continents. Belonging to VINCI Construction, Sogea Satom acts as a gateway for VINCI to the African Continent. From their headquarters in France, Sogea Satom employs 12,500 people across 21 countries all the way from Morocco to South Africa, with more than 90 years of experience on the continent and over 100 ongoing projects in field, ranging from transport and hydraulics infrastructures to buildings and renewables.

A quick browse of their recent portfolio reveals projects such as the double Wouri bridge in Douala, Cameroon, a water treatment plant in Kampala, Uganda, the Ouagadougou northern interchange, Burkina Faso, and the port of Cotonou, Benin.

These operations are backed up by a well-maintained fleet of over 8,000 machines and a number of plants covering the whole range of the company's activities, maintained by expert teams of internal technicians and engineers.

The same is true for the company's logistics and procurement operations, as Strategic Procurement Manager Matthieu Lasserre explains, "Each agency, in

network, Sogea Satom has invested heavily in building a strong local footprint in each of the countries where it operates.

"We are proud to claim the strongest local footprint for a foreign construction company, with a constant emphasis on the local content of our operations, based on win-win approach with our suppliers, sub-contractors or freight forwarders," Lasserre explains. "In essence, Sogea Satom has always been considered a locally rooted company."

Talking to Lasserre it becomes clear how important it is for Sogea Satom to tailor their procurement solutions to each project.

"Our success is essentially rooted in a no compromise approach, always on the lookout to evaluate the risks at stake, as well as going the extra-mile in terms of service," Lasserre says. "I believe it translates the team's ability to adapt to changing conditions, and respond specifically to complex requirements with a full package: competitive prices, quality control, financial risk assessment, time and logistics management."

However, while the company is committed to flexibility and adaptability, there are some areas where it will not bend, particularly with regards to the environmental impact of their operations. >>

"EACH AGENCY, IN EACH COUNTRY, IS SUPERVISED BY ITS LOCAL TEAM OF EXPERTS"

each country, is supervised by its local team of experts. Most of these operations are closely monitored and coordinated by our head office support services, based in Rueil-Malmaison. Each year, 4,000 shipments are managed by this network over sea, air and road."

THINK GLOBAL, ACT LOCAL

In order to strengthen their vast and impressive international



“SUSTAINABILITY IS PARAMOUNT, AS A REFLECTION THAT WE HAVE THE RIGHT SET OF STRENGTHS TO ORCHESTRATE OUR PROCUREMENT PROCESSES”

Currently they are looking to shorten their logistics chains to limit gas emissions and provide their sites with cleaner packaging options whenever possible.

“Sustainability is paramount, as a reflection that we have the right set of strengths to orchestrate our procurement processes,” Lasserre says.

The company’s procurement strategy is built upon the foundation of a continuous improvement strategy that can be summarised in flexibility, dedication and progress, but the most essential element of that strategy is their people.

“The key component that supports the whole sustainability

motion of our procurement processes is undeniably the people,” Lasserre says. “It’s even more obvious as we work on projects-based operations, which will depend to a greater extent upon our people’s skills and knowledge. In our vision to build up stronger models, we put a great deal of emphasis upon training our staff, keeping them updated on the evolution of international and local regulations, contract practices, trade and legal aspects.”

DEVELOP, REINFORCE, REVIEW

This is a pivotal year for Sogea Satom, with a number of sizeable projects in their initial stages

while the economic and political environments are showing many signs of volatility.

To support this, the company is gearing up to develop their local footprint and help local suppliers develop their capacities, reinforcing their own internal networking capabilities and review their suppliers’ screening and contracting processes to ensure high standards and due diligence run throughout the supply chain.

“On sizeable projects, where we handle large supply agreements, specific processes are put in place, involving our procurement office as early as possible in the decision making,” Lasserre explains. “Apart from the usual tendering, negotiation and contracting stages, the procurement office coordinates the monitoring of fabrication and appraises, together with >>



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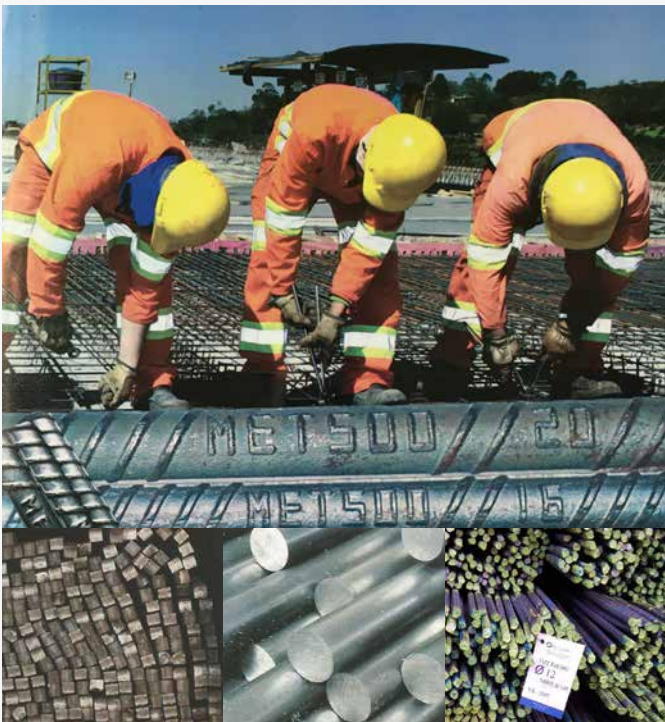
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“ON SIZEABLE PROJECTS, WHERE WE HANDLE LARGE SUPPLY AGREEMENTS, SPECIFIC PROCESSES ARE PUT IN PLACE, INVOLVING OUR PROCUREMENT OFFICE AS EARLY AS POSSIBLE IN THE DECISION MAKING”

the operational management, all risks involved and adequate supervising tools to be used. In terms of logistics, we have a strong know-how internally regarding all logistics aspects. We have our hands on most of the processes very directly, and we supervise very closely every step of the chain. This is never a smooth process, but it's one where you can save or lose a lot of time and money. This is the reason why meeting the challenges to come implies a constant training of our logisticians and buyers on the

ground, in order for them to be able to coordinate their local actions and get ahead of on any potential issues.”

Lasserre considers the goal of procurement to not necessarily be one of cost cutting, but of having a precise grasp on what those costs are.

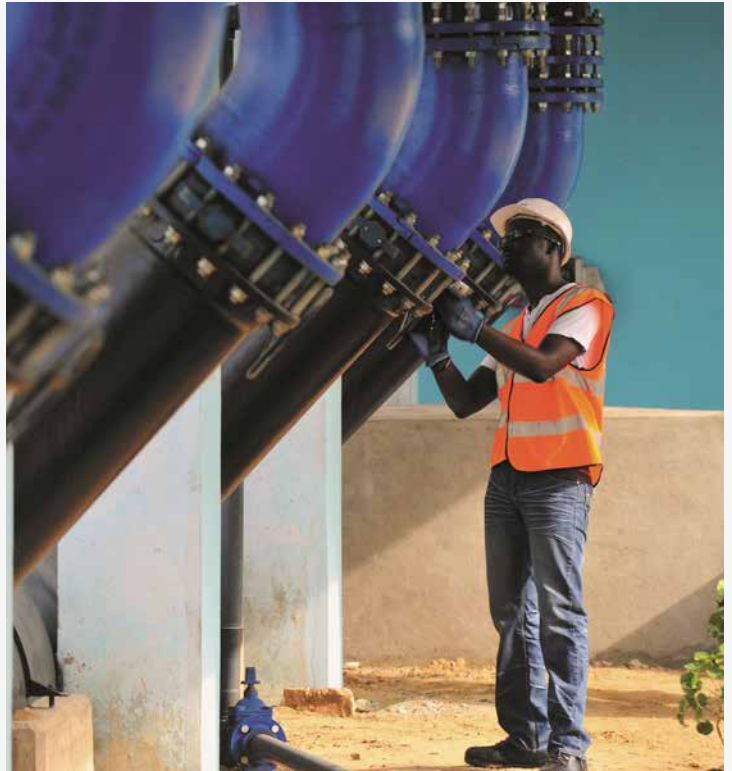
“All in all I would not talk so much of money saving but of precise budgets and schedule management; this is absolutely key in our field,” he explains.

In order to achieve these targets, it is essential to have strong, reliable relationships with suppliers, especially on large projects.

“The global focus on Africa in the last ten years has made this evidence even more true, as there has never been so many suppliers interested in a piece of the cake,”

Human skills are at the core of our long run efficiency

>>



Lasserre says. “Throughout the last 15 years or even longer for some, we have maintained strong relationships with historical suppliers. As time has passed and the global economic environment has changed, and our sourcing has spread simultaneously, our sourcing strategy has become a mix of global market knowledge, and a particular focus on the regional development of the market, with increasing manufacturing and distribution actors on the ground.”

Lasserre describes these local partnerships as a win-win for Sogea Satom and their suppliers alike.

“We help those companies grow their business and participate in large projects, they’re dealing on our behalf with importation, storage,

after-sale, and contribute in making our organization leaner while reinforcing our local anchorage,” he says.

In the end it all comes down to people, whether they’re with Sogea Satom’s suppliers, or the teams of experts within their own company.

“Whatever the developments of the procurement and logistics organization, nothing can be achieved without our teams of experts in their fields. In most countries, we are proud to operate with experienced people, who have been alongside Sogea Satom for numerous years or decades,” Lasserre says. “Training them and new comers will be key in improving the supply chain. Human skills are at the core of our long run efficiency.”

“IN ESSENCE, SOGEA SATOM HAS ALWAYS BEEN CONSIDERED A LOCALLY ROOTED COMPANY”

WE LEARN HOW FRUITAL COCA-COLA IS KEEPING AHEAD OF THE COMPETITION AND STAYING AHEAD IN THE MARKET THROUGH CONTINUOUS IMPROVEMENT.

THE FRUIT OF THEIR LABOUR

Fruital Coca-Cola is a subsidiary of the Equatorial Coca-Cola Bottling Company, who we profiled last month's issue. Fruital has been part of Equatorial Coca-Cola for 12 years, having been acquired ten years after its foundation in 1996. They are responsible for Coca-Cola's bottling operations across some territories in Algeria and are one of the top three largest subsidiaries of the Equatorial Group. However, Fruital's achievements lie beyond its size.

I would say the unique selling point is leadership. We are the market leader in Algeria, plus we seek to be the leader in everything we do," explains Farid Benchekroun, Fruital Coca-Cola's General Manager in Algeria. "We have been introducing new technologies to the country, innovating in terms of distribution, packaging and product portfolio. Our aim is to stay ahead of the market at all times."

Staying ahead of the market is a simple enough mission statement, but actually achieving that is another thing entirely. For Fruital, achieving that mission means constantly moving, constantly changing, constantly looking for new ways to improve.

"We are in a continuously evolving market and we have to continuously adapt and stay ahead of the market," Benchekroun says.

THE THREE PILLARS OF CHANGE

Sometimes that means keeping up with ever-accelerating market



↑ **Farid Benchekroun, Fruital Coca-Cola's General Manager in Algeria**

growth, sometimes it means recognising a change ahead of your competitors.

"We are in a market that has known very aggressive growth, followed by a period of flat behavior," Benchekroun explains. "In fact, we saw this coming back in 2014 and started looking for solutions then. We anticipated we would not be witnessing the same type of growth moving forward and started a transformation of the business. It has had many

elements to it. Improving our operations and performance. Diversifying our product portfolio and using technology as a way to transform the business."

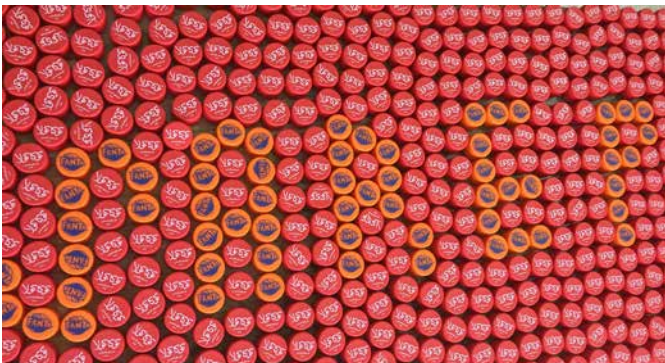
These three pillars, operations, technology and the company's product portfolio, are the foundation upon which the company's strategy is built. However, they do not stand alone.

"All three elements of the transformation are interlinked, not separate," Benchekroun says. "For instance, and as a system, we have innovated with products and packaging, but that means being more efficient in bringing those new products to market, which means making use of technology to execute our strategies in an accurate way and meeting high standards."

Digitalisation is one of the most significant new challenges but also one that brings with it new solutions and new opportunities.

"I can give a specific example of how technology has helped in terms of what we've done with our distribution network," says Benchekroun. "Today we are making 45,000 visits a week with our salesmen to different points of sale in our territory and we have invested and built on the digital platform to collect all the data about these visits and these customers. This means we're able to reach a good customer >>





SAREP was created in 1970, in the field of plastic since 2002 and is partnered with FRUITAL, BGI and SBOA Group. KASTEL SAREP produces different production in PCO for carbonated beverages and short capsules NECK SAREP and COCA-COLA approved in Algeria.

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“ANOTHER CHALLENGE IS DIVERSIFICATION OF PRODUCTS AS WE MOVE TOWARD A MORE STABLE MARKET OR A MORE TRADITIONAL LEVEL OF GROWTH”

service level based on our technology. Today we can know exactly who has been visited, we can adapt our execution to the type of customer. We have seen this has improved our customer service level and our business performance.”

As the market settles down, Fruitall Coca-Cola is preserving its lead by widening its product range.

“Another challenge is diversification of products as we move toward a more stable market or a more traditional level of growth,” Benchekroun tells us.

Sometimes the innovation means new products, sometimes it means selling existing products in new ways.

“Diversifying our portfolio in the market where we’re operating currently means getting more into small sizes, and we have innovated in introducing a full range of packaging to respond to all consumer needs. This is only one example,” Benchekroun points out. “We have also been introducing premium products to address a certain category of consumer.”

LED BY PEOPLE

Of course, the most essential element of this transformation is the people that are carrying it out, and part of Fruitl’s transformation has been taking a long and serious look at human resources and development of our people.

“Part of our transformation journey was to improve our standards of recruitment and

“I THINK THAT WE HAVE ALL THE INGREDIENTS TO BECOME ONE OF THE BEST BOTTLERS AND MOVE TOWARDS OUR VISION”

the standards of employee development. We have put in more rigour in the selection of new recruits, and once they join the company we put a lot of effort into their on-boarding for new recruits,” Benchekroun explains. “For people already in the company we are putting a lot of energy into the development of our employees through retraining and coaching and offering them growth opportunities in terms of responsibility. In fact, we are also building on our Human Resources systems and processes like

leadership programmes and career planning processes.”

The goal is to give their staff a path forward to success, one that aligns with the company’s own projected path.

“We have a lot of opportunities in front of us. I can talk about the different aspects of these opportunities,” Benchekroun says. “One is from a consumer standpoint. Today we are operating mainly in the carbonated soft drink segment, and our vision is to expand into a fully diversified company and being a player in other segments. From a customer standpoint, I think we’re in a market where customer service has gained a lot of importance, and we want to remain ahead of the market in terms of serving our customers. And then for our employees we want the opportunity to offer them an environment where they can flourish.”

Working together, Fruitl believes they can fulfil their vision to become the best bottling company out there. Benchekroun reflects, “I think that we have all the ingredients to become one of the best bottlers and move towards our vision. I want to highlight one of the strategies we executed two years ago, operational excellence for the whole organisation. The programme is named after the Arabic word for excellence, and the objective is to inject continuous improvement into our DNA through improvement projects. But one goal is to invest structurally and prepare the company for an environment in continuous change.” ☺





WE TAKE A LOOK AT ONE OF AFRICA'S
LEADING PRODUCERS OF FOOD.

OFFERING MORE

RCL's presence is felt across the Africa continent. The company employs over 20,479 people in a wide variety of operations across South Africa, Swaziland, Namibia, Botswana and Zambia, where they manufacture a huge range of both branded and private label food products, distributed through an extensive supply network by their very own route to market supply chain specialist, Vector Logistics. They are a leading African food producer, with a market capitalisation of R16 billion.


They have been able to achieve this because RCL Foods is a company with a real passion for providing more food, to more people, more often. Through a strategy of growth-through-acquisition the company has built up a strong portfolio of recognisable brands, enabling the company to offer a diverse selection of products and an enhanced reach that included everything from basic essentials to top-end added-value products.

Alongside these acquisitions, RCL Foods has recently created a number of divisions, Consumer, Sugar & Milling and their logistics department, Vector, who between them manufacture and distribute a catalogue of household brand names such as Selati Sugar, Supreme Flour, Rainbow and Farmer Brown chicken, Pieman's pies, Mageu Number 1, Sunbake bread, Nola mayonnaise, Yum Yum peanut butter, Bobtail and

<<

The company employs over
20,479 people in a wide
variety of operations

>>



Innovation. Knowledge. Expertise. It's What's Inside.

Ingredients make up the food we eat, the beverages we drink, and the supplements we take. But what makes some ingredients fresher, tastier, and safer than others? It's what's inside that matters. Open the door to DuPont Nutrition & Health and you'll see a team of solvers, providing the most innovative solutions in the food industry. We start with an ingredient portfolio that's wider and deeper than most, but what truly sets us apart are the ingredients you can't see – our consumer insights, breadth of research, and scientific capabilities. Want to see what else we can bring to the table? Come find out what's really inside DuPont Nutrition & Health. **Visit dupont.com/itswhatsinside to learn more.**

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“THIS DIVISIONAL STRUCTURE GIVES RCL FOODS THE ABILITY TO PERFORM ENHANCED CATEGORY FOCUS IN THEIR CORE BUSINESSES”

Catmor pet food products, and leading animal feed brands Epol and Molatek. As well as filling kitchen cupboards in people's homes, they also offer a range of dedicated food services to the food service industry across South Africa and beyond.

This divisional structure gives RCL Foods the ability to perform enhanced category focus in their core businesses- chicken, sugar, grains and animal feed, while also moving into the rapidly growing market for value-added products through food solutions, speciality, pies, grocery, baking, beverages and added value chicken. >>

DUPONT NUTRITION & HEALTH

IT'S WHAT'S INSIDE THAT MATTERS

Two loaves of bread may look identical, yet one tastes better, delivers more nutrients and stays fresh longer. It's what's inside that bread that makes the difference. Expertise, knowledge and passion may not be observable on the outside, but when you look inside DuPont Nutrition & Health, you will find the ingredients that drive innovation, bottom-line solutions and market success.

DuPont Nutrition & Health, a business unit of DowDuPont Specialty Products Division, combines in-depth knowledge of food and nutrition with current research and expert science to deliver value to the food, beverage, pharmaceutical and dietary supplement industries. Drawing on consumer insights and a broad product portfolio to help our customers turn challenges into high-value business opportunities.

THE VALUE WE DELIVER

Across the many sectors where we apply our blend of capabilities, we focus on delivering benefits in three key areas:

Affordability & Convenience - Using bio-based materials and advanced science, we can help you meet consumer demand for nutritious foods that are affordable and convenient without sacrificing taste, texture or appearance. We

also help reduce costs through alternative formulations, production efficiency improvements and minimal supply chain losses.

Health & Wellness - We can work with you to develop nutritious foods, beverages and dietary supplements that actively promote good health. We use our knowledge and ingredients to address needs across multiple consumer segments and deliver benefits in weight and diabetes management, sports performance and muscle health, digestive health, immune health, cardiovascular health and oral health.

Food Protection - We help you to reduce waste and improve food safety by maintaining freshness & quality for the targeted shelf life.

GLOBAL UNDERSTANDING FOR LOCAL SOLUTIONS

We bring a wealth of formulation expertise and manufacturing experience to our highly collaborative customer relationships, delivering solutions and driving innovation across industry segments, from Bakery & Nutrition Bars to Beverages; Culinary to Dietary Supplements; Dairy to Frozen Desserts.

Find out more and visit us at: www.danisco.com



This is all made possible by the company's integrated outbound supply chain business which provides RCL Foods and its third-party customers with a fleet of 1,500 vehicles which distribute over 60 million cases across South and Southern Africa every year.

DRIVEN BY PASSION

Throughout RCL Foods' operations there is one common element- a single-minded passion for providing food. RCL Foods believes that everybody wins when you can feed more people in a sustainable way. Their work enriches communities, inspires its employees and reaps the benefits for their customers and stakeholders.

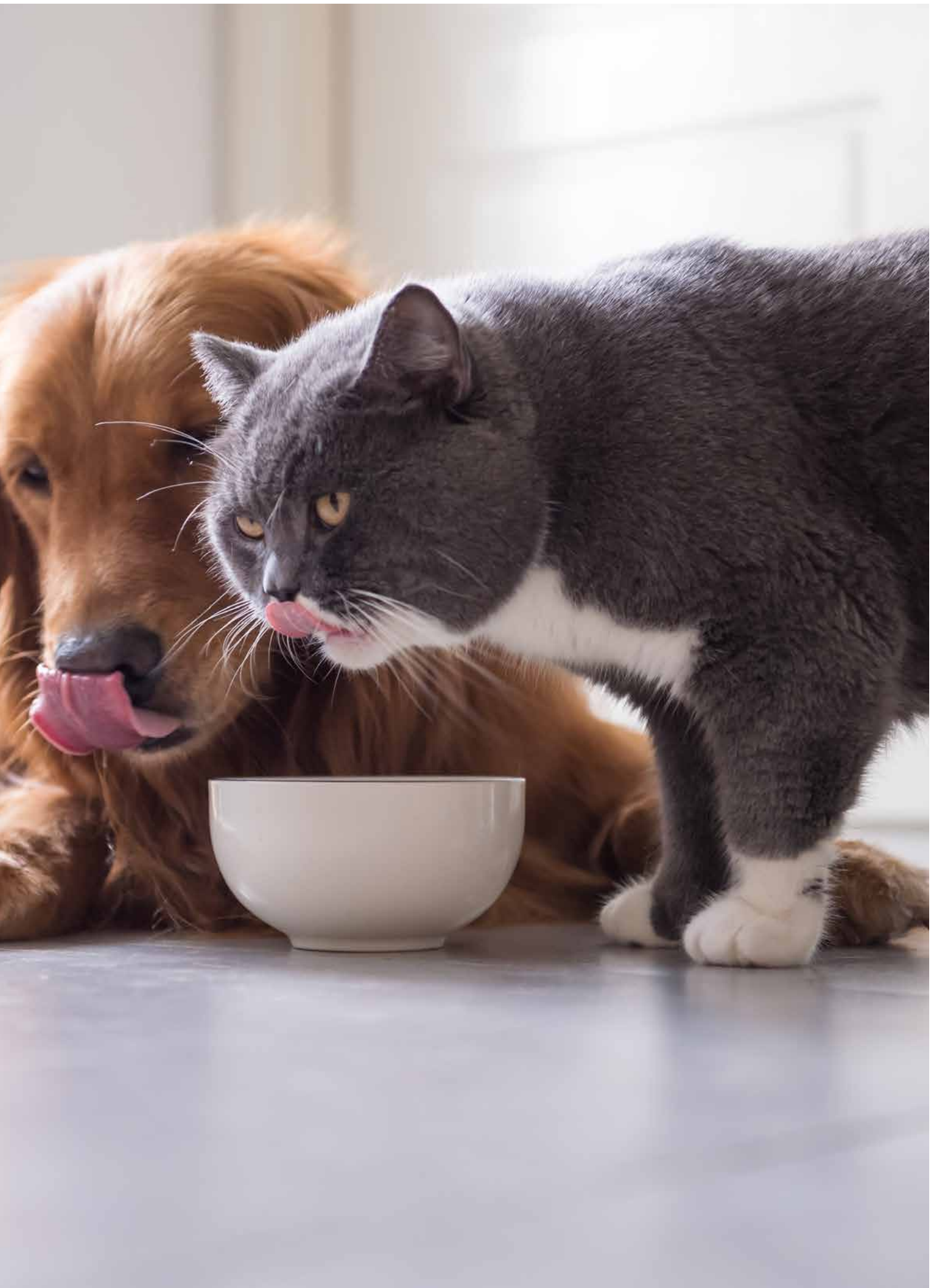
But their philosophy is best seen through what RCL Foods call "the three mores". Those mores are "More food", which means delivering nourishing food that offers better value and greater choice to customers across

"THROUGHOUT RCL FOODS' OPERATIONS THERE IS ONE COMMON ELEMENT - A SINGLE-MINDED PASSION FOR PROVIDING FOOD"

Africa. They do this by build their portfolio with strong brands and ensuring an ever-larger share of consumer meals are RCL Foods meals thanks to their value-added products and constant process of innovation. The next more is "More people", which means RCL Foods wants its food to be accessible to everyone, not just the few. This means increasing their market share in their existing categories and finding new consumers in new categories and markets. The final more is "More often", which for RCL Foods means providing affordable food to everyone, every day, everywhere by reaching new >>



>>
RCL produce leading, established and trusted pet food brand in South Africa





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Liberty Foods is South Africa's second largest ambient grocery supplier to the Foodservice Industry. The company was created to enable smaller foodservice distributors access to a wide range of products, without having to purchase full truckloads.

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www.libertyfoods.co.za

Liberty Foods deems it a privilege to be an accredited supplier to RCL Foods Consumer (Pty) Ltd



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Tate & Lyle is a global provider of ingredients and innovative solutions to the food and beverage industry. For 150 years we've been leading the way in developing extraordinary ingredients that help our partners respond to changing consumer needs and retain their competitive edge, locally and globally.

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Our extraordinary ingredients are a product of scientific and technical expertise, meticulous research and innovation and listening to and working with our customers. They improve the taste, texture, functionality and nutritional profile of products consumed by millions of people every day. Our products are used in a wide range of applications: dairy and ice-cream, soups, sauces and dressings, beverages, bakery products, confectioneries and a lot more.

www.tateandlyle.com



Sugar cane harvest

“RCL FOODS BELIEVES THAT BY TREATING ALL PEOPLE WITH DIGNITY AND FAIRNESS THEY CAN CREATE A DIVERSE, INCLUSIVE, PERFORMANCE - BASED CULTURE THAT INSPIRES PEOPLE TO BE THE BEST THEY CAN”

consumer occasions through increased distribution of their products and better market penetration.

That philosophy is backed up by a strong value system that underpins their business mode, driving their strategy and informing every decision the company makes. The most important of those values is “Respect for People”. RCL Foods believes that by treating all people with dignity and fairness they can create a diverse, inclusive, performance-based culture that inspires people to be the best they can. More than that though, RCL Foods believes in seeing and doing things differently. This isn’t just a

value, it’s their key competitive advantage, the reason they are able to keep moving forward and achieving more than their competitors. Underlying all of this is an uncompromising integrity that ensures they are ethical, honest and transparent in all their business relationships. They act responsibly and with accountability to protect the environment and the wellbeing of the communities where they operate.

THE LONG JOURNEY

These values are accompanied by a burning ambition to create a profitable business by creating food brands that become a part of people’s lives. After a period >>



“FOR NOW, THEIR PLAN IS TO CONTINUE BUILDING THEIR REVENUE AND PROFIT MARGIN ACROSS CORE AND VALUE-ADDED CATEGORIES”

of expansion through acquisition the company is currently nearing the end of a five year project to double their revenue while driving a steady and sustainable improvement in their operating margin.

That is only the latest step in a journey that started over eight years ago, with the restructuring of the Rainbow business, the acquisition of Foodcorp, TSB and the establishment of joint ventures in Zambia and Botswana, transforming the company into a food producer of scale, securing the foundation of RCL Foods for years to come.

RCL Foods is now looking at South Africa and the rest of Africa, and seeing a number of significant opportunities to expand across all kinds of food product categories. With their huge portfolio and wide reach an astonishing range of customers and establish strong market penetration in a number of sectors.

For now, their plan is to continue building their revenue and profit margin across core and value-added categories, maximising their potential for growth across their core chicken, sugar, grains and animal feed categories while also accelerating to growth of their food solutions and speciality products. Beyond South Africa they are continuing to establish strong presences in their core categories before moving on to introduce value-added offerings.

They also intend to continue acquiring new businesses and categories as they grow.

This continued growth will be delivered through six strategic thrusts- growing through strong brands, partnering with strategic customers, extending their leading value chain, inspiring great people, expanding into Africa and driving sustainable business.

This will continue to be made possible by RCL's "Vector" division, which will provide a dedicated, highly efficient route-to-market service for their supply chain and logistics requirements. This will play a crucial role in delivering RCL Foods' business model while boosting efficiencies to help the company achieve its ambitions.

We can't wait to see what they achieve. ☺





BUSAMED

AS ONE OF THE FIRST BLACK-OWNED HEALTHCARE GROUPS IN SOUTH AFRICA, BUSAMED IS ALREADY A HISTORIC COMPANY AND WITH RAPID GROWTH AND CUTTING-EDGE CARE, THEY ARE REVOLUTIONISING HEALTHCARE.

MAKING CUTTING EDGE CARE ACCESSIBLE



Busamed is a relatively young company, but one with a strong vision and the intent to really make a difference to the South African Healthcare sector. As one of the country's first black-owned healthcare groups they have already made a strong name for themselves through rapid growth, opening four new hospitals over five years and acquiring three more in the space of a further three years, with three of its hospitals already been rated in the country's Top 20 by Discovery Health members. But these are still only the early days of Busamed's journey to become the very best healthcare provider in South Africa.

Busamed is a young, emerging and proudly South African Healthcare Group with a vision to provide quality, cost-effective services to its patients in partnership with its specialist health professionals using a combination of high clinical standards and innovative technology," explains Dr Diliza Mji, the health group's CEO. "We manage and operate all our facilities with the backing of the Busamed Management Company."

A PORTFOLIO OF EXCELLENCE

To understand the Group, however, it's important to take a look at their efforts from the ground up, starting with the hospitals themselves. Busamed's newest hospitals are the Busamed Lowveld Private Hospital in Nelspruit and Busamed Bram Fischer International Airport Private Hospital in Bloemfontein. They join an established stable of excellent healthcare venues that includes the Busamed Gateway Private Hospital which is situated in the area of Umhlanga, a centre of rapid growth for the area. This hospital is the very first hospital to specialise in surgical and cardiac issues in the KwaZulu-Natal, and their position puts them in the ideal spot to help with the growing demand for surgical services across the province. This hospital boasts 168 beds, six theatres and

two cath labs, and is the hospital of choice for cardiac and orthopaedic treatments across South Africa.

Busamed also runs the Busamed Harrismith Private Hospital, a 120 bed acute hospital at the foot of the Platberg mountain. This is a modern facility conveniently placed along the N3 highway connecting KwaZulu-Natal and Johannesburg. As well as 24-hour emergency services they offer a tertiary medical care through a staff of experienced specialists. Busamed Hillcrest

“TO UNDERSTAND THE GROUP, HOWEVER, IT'S IMPORTANT TO TAKE A LOOK AT THEIR EFFORTS FROM THE GROUND UP, STARTING WITH THE HOSPITALS THEMSELVES”

Private Hospital, meanwhile, is also set in KwaZulu-Natal, but this time in the leafy suburb of Hillcrest, where it offers quality healthcare with an extremely strong focus on the customer in a 200-bed hospital with extensive, top of the range medical facilities chosen to meet its community's needs such as joint replacements, vascular surgery, neurosurgery and oncology.





A CAPITAL INJECTION FOR HEALTHCARE



Growthpoint Healthcare Property Fund promotes the growth of the healthcare sector by providing capital for healthcare property infrastructure.

We provide innovative investment and development solutions for inclusive growth that enables healthcare operators to expand and transform the healthcare sector.

Growthpoint is a proud partner of Busamed, one of the country's leading black-owned and operated national specialist private hospital groups.

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GROWTHPOINT HEALTHCARE PROPERTY HOLDINGS

LAUNCHES WITH A R2.4BN PORTFOLIO INCLUDING TWO BUSAMED PRIVATE HOSPITAL PROPERTIES

Growthpoint Properties, South Africa's leading international property company, has launched the country's first unlisted healthcare REIT - Growthpoint Healthcare Property Holdings.

Growthpoint Healthcare invests exclusively in healthcare properties occupied by licenced operators of hospitals, clinics, pharmacies, and laboratories.

Two of the five assets in its inaugural R2.4bn property portfolio are operated by private healthcare provider Busamed.

Growthpoint played a pivotal role supporting Busamed in its 2017 acquisition of the operations of Gateway and Hillcrest private hospitals by acquiring the properties of the two hospitals, which are now leased to Busamed.

Norbert Sasse, Group CEO of Growthpoint, says: "We are proud to partner with Busamed, one of the country's leading black-owned and operated national specialist private hospital groups. Working alongside the dynamic healthcare group for its major transaction, Growthpoint could remove the significant real estate cost burden for them by acquiring the properties of the Busamed Gateway and Hillcrest private hospitals. As a result, Busamed has forged ahead to further establish itself as a real competitor in the sector."

Growthpoint Head of Corporate Finance, George Muchanya, notes that Busamed's partnership with Growthpoint Healthcare is consistent with models followed by other hospital groups globally.

Muchanya adds: "Growthpoint Healthcare's launch coincides with a phase where many incumbent players in the healthcare sector, particularly newer or smaller operators, are seeking to grow. Working with the sector as a specialised

investment vehicle, we are here to support this growth. An estimated 70% of the capital required to start a new healthcare facility is spent on the property. We are eliminating this expensive hurdle for operators and believe this will help more projects to come on stream."

Growthpoint Healthcare is managed by Growthpoint Management Services, the same management team whose entrepreneurial vision and skill have made Growthpoint a leading international property company. Growthpoint itself is a key strategic investor in Growthpoint Healthcare.

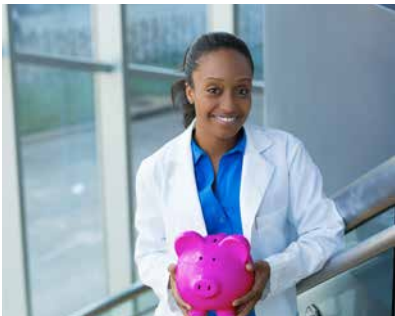
Currently, its portfolio is valued at R2.4bn with a weighted average lease length of about nine years reflecting the defensive nature of investing in healthcare real estate.

It also has a R750m pipeline of hospital developments, which will benefit from Growthpoint's well-established property development expertise. The first is a new R450m specialist hospital that broke ground in June this year. Another R300m specialised facility is in advance discussions.

Growthpoint also has several acquisition and development opportunities on the horizon, which are being evaluated. Muchanya underscores that driving inclusive growth and opportunity through innovative healthcare property capital and development solutions is at the core of Growthpoint Healthcare's strategy.

Growthpoint Healthcare also provides a unique opportunity for investors to access the defensive SA healthcare property sector. It has already attracted strong interest from investors interested in investing exclusively in healthcare property. Growthpoint Healthcare's initial target is to grow towards R10bn in assets and a stock exchange listing.

BUSAMED - AFFORDABLE HEALTHCARE AT A GRASSROOTS LEVEL



'Affordable' and 'private healthcare' are two phrases rarely seen together. Yet that is exactly what South Africa's first black-owned, independent healthcare group, Busamed, delivers: affordable private healthcare. Busamed is paving the way in South African healthcare, delivering cost effective yet patient focused services that are underpinned by innovative ICT and cloud-based solutions, provided by digital transformation specialist and leading provider of ICT solutions, T-Systems South Africa.

Digitalised business processes, combined with smart data analytics and insights, allow Busamed to remain agile in an industry

traditionally mired in legacy technology. T-Systems equipped them with automated procurement processes for consumables and surgical equipment so that Busamed does not experience any disruption to their day to day functions, ensuring that quality patient care remains their core focus.

Superseding Busamed's contemporary facilities is their commitment to investing in the building and development of local skills, which parallels T-Systems' own nation building initiative, and further reinforces the relationship between the two entities. Busamed is invested in its people, making use of their state of the art facilities to train their people in medicine at a digital level.

The true value of an institution like Busamed, however, lies in their ability to bring healthcare to patients at a rate they can afford. Many private healthcare organisations prove too expensive for the general populace, forcing them to seek the aid of government funded hospitals and clinics who, although capable, are often at capacity. Busamed enters the market somewhere in between, combining all the benefits of private healthcare with cutting edge technology and making it available to more people at a reasonable rate.

The healthcare group has already had three of its hospitals rated as the Top 20 in the

country by Discovery Health members, evidencing their commitment to quality. Yet their roots as the first black owned private healthcare group in South Africa, their commitment to their digital strategy from inception, and their accessibility to a wider range of patients, marks them as forerunners; an example of how healthcare – both private and public – should be.



“Busamed is paving the way in South African healthcare”

- Peter Mills

www.t-systems.co.za

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Peter Mills - Sales Manager: Healthcare

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The Busamed Modderfontein Private Hospital Orthopaedic and Oncology Centre is an acute hospital in Linbro Park, Johannesburg in the developing Modderfontein City. This hospital, with 170 beds, features a team of orthopaedic surgeons who are all experts in their fields. It's also notable for offering the first Robotic Assisted Surgery technology in South Africa, and indeed, on the African continent as a whole. It also boasts a state of the art Oncology facility with a Linear Accelerator.

Finally, there is Busamed Paardevlei Private Hospital, in the historical Paardevlei district of Somerset West. This hospital offers 100 beds and a

“BUSAMED
 PAARDEVLEI’S LOCAL
 COMMUNITY IS ABLE
 TO ACCESS SPECIALIST
 SUB SPECIALITIES
 SIMPLY NOT AVAILABLE
 ELSEWHERE”

comprehensive list of medical specialities including cardiology and electrophysiology. Busamed Paardevlei’s local community is able to access specialist sub specialities simply not available elsewhere. The most recent example of this is possibly the purchase of a NAVIO Robotic Surgical System for orthopaedic joint replacements

A ROBOTIC FUTURE

Busamed Paardevlei Private Hospital was the site of the first NAVIO Total Knee Replacement in South Africa, and since then 27 more NAVIO Robot-assisted procedures have been performed there. It is a shining example not only of the state of



the art technology, techniques and expertise that Busamed's facilities boast, but also of the extra mile that the Group is willing to go to provide the best care for their patients.

To understand this achievement, you need to understand what a complex and intricately built structure the human knee joint is. There is such a wide variety of individual difference even under the umbrella that you might call "normal anatomy" that knee arthroplasty, the surgery to reconstruct or replace a knee, is an immense challenge as the surgeon needs to place each part of the knee accurately and in balance with the soft tissue and ligaments that are every bit as

“TO INCREASE THEIR CAPABILITY TO DEAL WITH COMPLEX OPERATIONS LIKE THIS, BUSAMED BROUGHT IN THE NAVIO SURGICAL SYSTEM”

important as the bones that are being replaced.

To increase their capability to deal with complex operations like this, Busamed brought in the NAVIO Surgical System, which is a next generation handheld robotic platform that can aid surgeons with implant alignment, ligament balancing and bone preparation. The system even boasts a total Knee Arthroplasty application that provides streamlined, efficient workflow accompanied by cutting guides that have been purpose-designed for handheld robotic assisted surgery.

Another thing that makes this technique so revolutionary is that, unlike other systems, the NAVIO robotic-assisted system >>



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1. Lonner J., Smith J., et al., High Degree of Accuracy of a Novel Image-free Handheld Robot for Unicompartmental Knee Arthroplasty in a Cadaveric Study. Clin Orthop Relat Res 2014 Jul 8. Epub 2014 Jul 8. 2. Data on file. Internal document TR0923 Rev B. Note: claims referenced in citations 1 and 2 are the result of in-vitro simulation testing have not been proven to predict clinical performance.



“How do we fulfil our vision of transforming healthcare?”

“With expertise and precision.”

R1.7 Billion Transaction
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BUSAMED

Independently owned private hospital group Busamed, continues to transform the South African health sector by providing more accessible, world-class healthcare. When they wanted to grow by acquiring Hillcrest and Gateway hospitals, they realised that they would need an innovative advisory and financing solution, tailored to their unique needs. As sole investment bank, we matched our expertise with their ambition, enabling them to expand their footprint and continue their journey of success. Let us be your partner for growth on this continent we call home.

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“ONE THING THAT ALL OF BUSAMED’S FACILITIES HAVE IN COMMON, HOWEVER, IS A DEDICATED, WELL TRAINED AND EXPERIENCED CORE OF STAFF”

needs no preoperative image, no CT scan or X-ray. This, ultimately, is great news for the patient, who is able to benefit from this cutting-edge technique without the extra costs, time and radiation that accompanies additional preoperative imaging.

This surgical technique doesn't rely on AI or algorithms, however, Busamed still believes that no matter how sophisticated the robot is it will never be able to replace the knowledge and insight of an experienced knee surgeon, and this technique is intended merely to compliment their efforts. Indeed, investing in the human side of the equation is an absolutely key element of Busamed's overall strategy.

A RESERVOIR OF EXPERTISE

One thing that all of Busamed's facilities have in common, however, is a dedicated, well trained and experienced core of staff, whether they be general practitioners or specialists. The Group's ability to find, attract and invest in these people is the key stone of Busamed's achievements and growth.

“Attracting and retaining leading medical professionals highly specialised in key or rare medical disciplines which requires both assembling the technology, building the systems and putting up attractive and comfortable environments that allows medical professionals to innovate and flourish,” explains



“WE HAVE AN IN-HOUSE TALENT MANAGEMENT PROGRAMME THAT FOCUSES ON CAREER MANAGEMENT AND TALENT POOLS”

Dr Mji. “This in turn is made possible by having a lean and effective management structure that makes quick decisions and is entrepreneurial in its approach. “

Finding the correct staff is a process that involves exploring various channels, techniques and methods, and once they’re on board that is only the start. Busamed prioritises having a heavily engaged, long term relationship with all its people.

“We advertise in local and national media. We consult head-hunting agencies for specific senior positions. Job Fit in terms of technical expertise, alignment of personal and organisational values and Culture Fit are our key priority areas,” Dr Mji says. “We have placed Employee Engagement at the centre of our

HR Strategy because we believe that there is more productivity when the Head, Heart and Hand are aligned – the Head Knows what needs to be done, the Heart brings the Passion and the Values, and the Hand gives the Outputs. We have an in-house Talent Management Programme that focuses on Career Management and Talent Pools.”

GROWING PAINS

With new hospitals and a growing talent pool, this has been an exciting and fascinating period of growth for the Busamed Group.

“In the last year and a half, we have made three acquisitions of mature hospitals, namely Gateway, Hillcrest and Lowveld, which brings to seven the number of hospitals in our Group topping up the original new builds, i.e., Paardevlei, Modderfontein, Harrismith and Bram Fischer,” explains Dr Mji. “Our focus is still to ramp up occupancies in the new hospitals. Industry issues have mainly been the need to become more efficient in the delivery of services in an attempt to keep the costs of healthcare under control.”





“THE BIGGEST CHALLENGES WE HAVE FACED IS RAMPING UP THE OCCUPANCIES IN THE NEWLY OPENED HOSPITALS WHERE THERE WAS NOTHING BEFORE”

As Dr Mji points out, with a number of new hospitals joining their portfolio, their next project is to get them occupied.

“The biggest challenges we have faced is ramping up the occupancies in the newly opened hospitals where there was nothing before,” he says. “The need for financial support of newly opened hospitals requires constant reinvestment of capital into these facilities.”

Of course, to Dr Mji the solution to these issues is not hard to see, and the path ahead is clear.

“With hard work and dedication on the part of our staff and management team, we have been able to persevere and achieve higher occupancies whilst

getting financial support from our shareholders,” he says matter-of-factly. “The future is to continue to consolidate what we currently have and perhaps make a few more mature acquisitions.”

AN EXEMPLAR OF EXCELLENCE

Perhaps the best way to understand the way Busamed works is to take a closer look at one of their facilities. Busamed Paardevlei Private Hospital, the hospital that introduced that revolutionary robotic knee surgery, is a paragon of all the things Busamed aspires to be. An attractive, modern, purpose-built hospital building in historic surroundings, housing 100 patient beds and situated close to main and arterial road >>





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The Amayeza Group has partnered with South African-based investor, Ethos, to establish the Vertice Medtech Group.

Our ambition is to mark a new dawn in the sub-Saharan medtech market; a meeting of deep healthcare expertise with growth-oriented, strategic capital.

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iSpine

iSpine is a South African company that was formed to meet the needs of Neuro and Spinal surgeons the world over. iSpine and its expert partners, design, develop and manufacture spinal instruments and implants to globally accepted standards. As a medical technology concern, we are becoming more focussed on developing products that deliver cost effective, faster and more efficient patient care. With industry leaders in the medical and engineering fields advancing the iSpine range, we pride ourselves in delivering excellent value to our clients.

Several years of input, design and development from leaders in the medical and engineering industries have culminated in industry leading products offering surgeons the best possible package for their patients.



Wayne Roach
MANAGING DIRECTOR
iSpine

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We aim to save lives and reduce hospitalisation costs throughout Southern Africa by means of our safe and reliable medical product offering

OUR STORY

Since our inception more than 20 years ago, Augustine Medical has always aspired to influence the healthcare industry in a profound and meaningful way. Being a strategic partner of 3M™ and an official distributor of all 3M™ healthcare products within Southern Africa, our extensive experience in the medical industry has taken us to great heights in achieving this objective. Augustine Medical is a level 1 B-BBEE company with 61% black ownership and 31% black woman ownership.

We have acquired both the knowledge and practical expertise to not only offer products, but value-added services to you and your company, enabling you to focus on what is really important – saving lives. We have a dedicated, experienced and highly trained sales force stationed throughout South Africa with an emphasis on providing high customer value and service.

Through our partnership with 3M™ and our proven ability to reach this objective, we have also been appointed as the sole suppliers of 3M™ Bair Hugger™ and Ranger™ products in Southern Africa.

OUR MISSION

We provide cost effective, quality healthcare products to Southern Africa in a sustainable and socially responsible manner. Our team of experts welcomes the opportunity to do just this through every interaction with our products, thereby ensuring increased patient satisfaction, comfort and care at a reduced overall cost.

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^ **The hospital is equipped with 30 medical ward beds, 30 surgical ward beds and 10 day ward beds**

“EXPLORING THIS HOSPITAL, IT IS EASY TO SEE THAT EVERY ELEMENT HAS BEEN DESIGNED WITH THE NEEDS AND COMFORT OF PATIENTS IN MIND”

routes that make their world-class levels of treatment accessible to an ever wider volume of patients, especially those living in and around the Helderberg basin.

The hospital is equipped with 30 medical ward beds, 30 surgical ward beds, 10 day ward beds, while its maternity ward features two delivery rooms, one first stage room, 10 post-natal beds and a nursery. The NNICU has two beds, one for isolation, while high care has four beds, and General ICU and Cardiac ICU have four beds each, with one of those being preserved for isolation purposes. They also have six beds in paediatrics, and four operating theatres and a cath lab. Two of their theatres are laminar flow and one is a cardiac theatre.

On top of that the hospital has an emergency unit with two resuscitation beds, three examination cubicles, a procedure

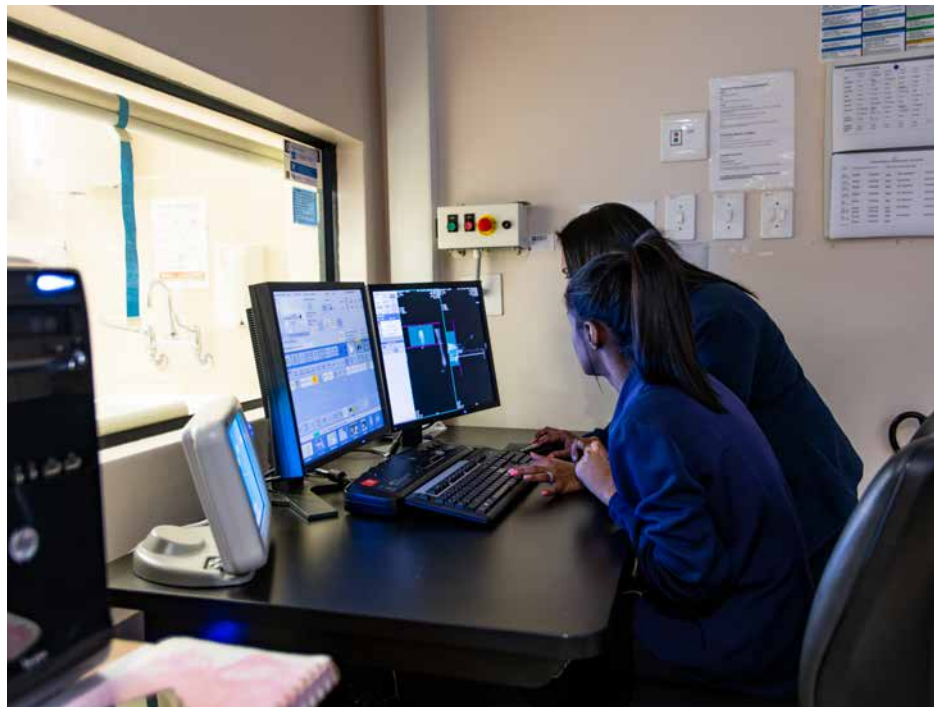
room, a POP room, a triage room and a consulting room.

In keeping with the modern, hygienic, state of the art design of the building, the ICU and high care areas have their beds divided by glass panels, increasing the levels of privacy for the patient while still allowing them to enjoy the scenic mountain views outside the windows. Paediatrics, meanwhile, enjoys two enclosed children’s play areas both inside and outside, while the nursery features private areas for mothers to breastfeed their babies.

Exploring this hospital, it is easy to see that every element has been designed with the needs and comfort of patients in mind. That’s why they are kitted out with the latest equipment to produce not only the most favourable possible outcomes for patients, but also the best possible experience for them and their families.

As we’ve already said, the >>





hospital and its equipment are operated by a team of specialists and staff, every one of whom are passionate about patient-centred care, placing the wellbeing of those they're responsible for above everything else.

With a variety of highly trained and qualified specialists covering a range of specific fields, providing that care is well within Busamed Paardevlei Private Hospital's capabilities. Their team includes anaesthetists, cardiothoracic surgeons, cardiologists, emergency physicians, ENT surgeons, general surgeons, neurosurgeons, obstetrics and gynaecologists, orthopaedic surgeons, paediatricians, pathologists,

physicians, plastic surgeons, radiologists, rheumatologists, urologists and vascular surgeons, all striving to provide excellent service to patients and families.

GUIDED BY A VISION

This high-quality level of care is possible because Busamed is an organisation guided by a strong defining vision and mission. The Group's guiding aspiration is to be an innovative, quality-centred South African health care group, advancing the provision of healthcare in world-class facilities with dynamic, inclusive partnerships for all. To achieve that it is driven by a set of core values that include accountability, friendliness, respect, integrity and quality care.

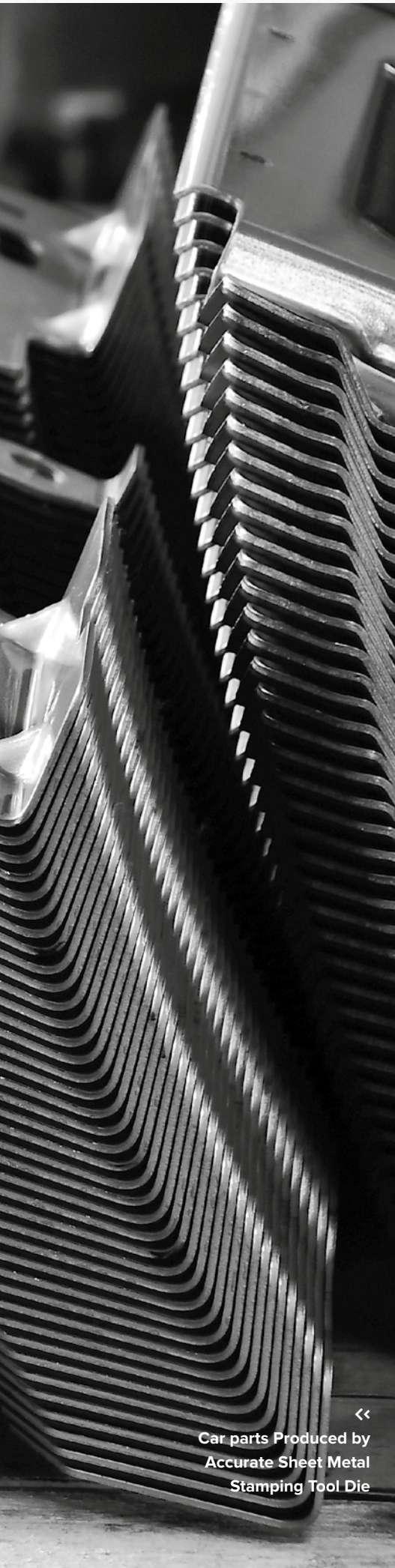
These values drive Busamed to fulfil its role as a proudly South African private hospital group that is able to provide friendly, cost-effective, and innovative healthcare services in an environment that is both safe and caring. They've come a long way, but we think they'll achieve so much more. ☺

“THIS HIGH-QUALITY LEVEL OF CARE IS POSSIBLE BECAUSE BUSAMED IS AN ORGANISATION GUIDED BY A STRONG DEFINING VISION AND MISSION”



SINCE THE '40S CLAMASON INDUSTRY
HAS BEEN PUSHING ENVELOPE FOR
PRECISION MANUFACTURING, WE
HEAR THEIR STORY.

WORKING WITH **PRECISION**



Car parts Produced by Accurate Sheet Metal Stamping Tool Die

Clamason Industries’ story begins in Kingswinford, in the West Midlands in the year 1947. It was a humble operation that specialised in manufacturing small, complex parts that used multi-slide and low tonnage high speed presses, an expertise that the company still counts among its core competencies.

They continued in this niche for over a decade, before riding the wave of the 1960s’ manufacturing boom which lead them to diversify into fields such as car hub cap retainers, bicycle parts, and the tiny components in the new Hi-Fis!

MOVING WITH THE TIMES

This growth continued through the 1970s as the computer revolution arrived, and Clamason’s precision pressings were suddenly in demand for making personal computer parts. To meet this

machines and welding facilities to move focus on the expanding market of automotive safety, creating parts for airbags and engine control units. This rapidly became a major growth area.

During this period of transformation, the company recognised that they needed more quality systems and training, and added a National Training Award to BS5750, onwards to QS9000 and accreditation to TS16949.

Meanwhile Clamason saw potential in the desire many multi-nationals had to reduce direct manufacturing, and they began sub-contracting their press work requirements. For the next five years over 500 tools were relocated to Clamason Industries as they proved their ability to manage projects competitively and handle major realignments of their customers’ strategies.

“DURING THIS PERIOD OF TRANSFORMATION THE COMPANY RECOGNISED THAT THEY NEEDED MORE QUALITY SYSTEMS AND TRAINING”

demand the company moved to bigger premises and added sub-assembly capabilities and larger presses that would give them the capacity they needed for growth.

Once again things changed however, and Britain’s growing computer industry was suddenly overtaken by the rapid growth of Japan in this sector. Clamason responded by refocusing and diversifying again, using larger

A 21ST CENTURY COMPANY

By the dawn of the 21st century Clamason Industries was involved in a significant number of new market sectors, including medical devices and automotive info-tainment. Wherever Clamason focussed, one element remained the same, the company was selling quality.

Even today Clamason Industries is one of only two >>

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TO PRECISION



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SHEARLINE acts as the UK service centre for BILSTEIN, offering narrow slit coils with excellent service and quality. Located in the West Midlands, we hold around 2500 tonnes in stock enabling us to respond quickly to customer requests. Using our own fleet of vehicles to deliver around the UK gives us flexibility and in combination with modern production machinery, we can deliver a first-class product on the requested due date.

With a large customer base, operating in many industries, SHEARLINE is able to combine orders together and offer small batches of only a few kilos whilst being competitive enough to supply orders of 50 tonnes or more.

As market leaders, we would welcome the opportunity to tender for any new business. SHEARLINE wishes Clamason every success in the future and we hope to continue our successful partnership.

www.shearlinesteel.com

“BUT EVEN IN THIS 21ST CENTURY ENVIRONMENT, THE OLD METHODS STILL HAVE THEIR PLACE. CLAMASON’S OLD-FASHIONED METAL BASHING TECHNIQUES CAME INTO DEMAND LAST YEAR, AND IN A DECIDEDLY HI-TECH ARENA”

press workers in the entirety of Europe that has been validated by the FDA, an accreditation they use to make components for drug delivery systems for the insulin injector and asthma inhaler markets.

At the end of 2016 Clamason underwent a management buyout backed by private equity, acquiring the company from the founding family. A programme of capital investment has meant that Clamason are well

set to continue their business development model.

The company now has two European facilities, one in the heart of the Black Country in the UK, and another in Nitra Slovakia, a location that is in the middle of the central European automotive industry hub. Both sites have recently been expanded with the Nitra site doubling its floorspace in the last two years. Sustained capital expenditure and production floorspace growth has been necessary to satisfy the continually growing demand for Clamason's diverse market expertise, committed workforce and precise quality standards. Clamason also introduced modern part cleaning capability into their UK and Slovakia sites and can achieve

“EUROPE IS NOT THE ONLY ARENA WHERE CLAMASON HAS BEEN WORKING HOWEVER. THIS YEAR MARKS THE 30TH ANNIVERSARY OF CLAMASON SOURCING ITS FIRST TOOL FROM ASIA”

the highest Dyne standards of cleanliness on their parts, a key requirement for products used in Autonomous Motor Vehicle production. They are Europe's leading manufacturer of precision pressings and stampings.

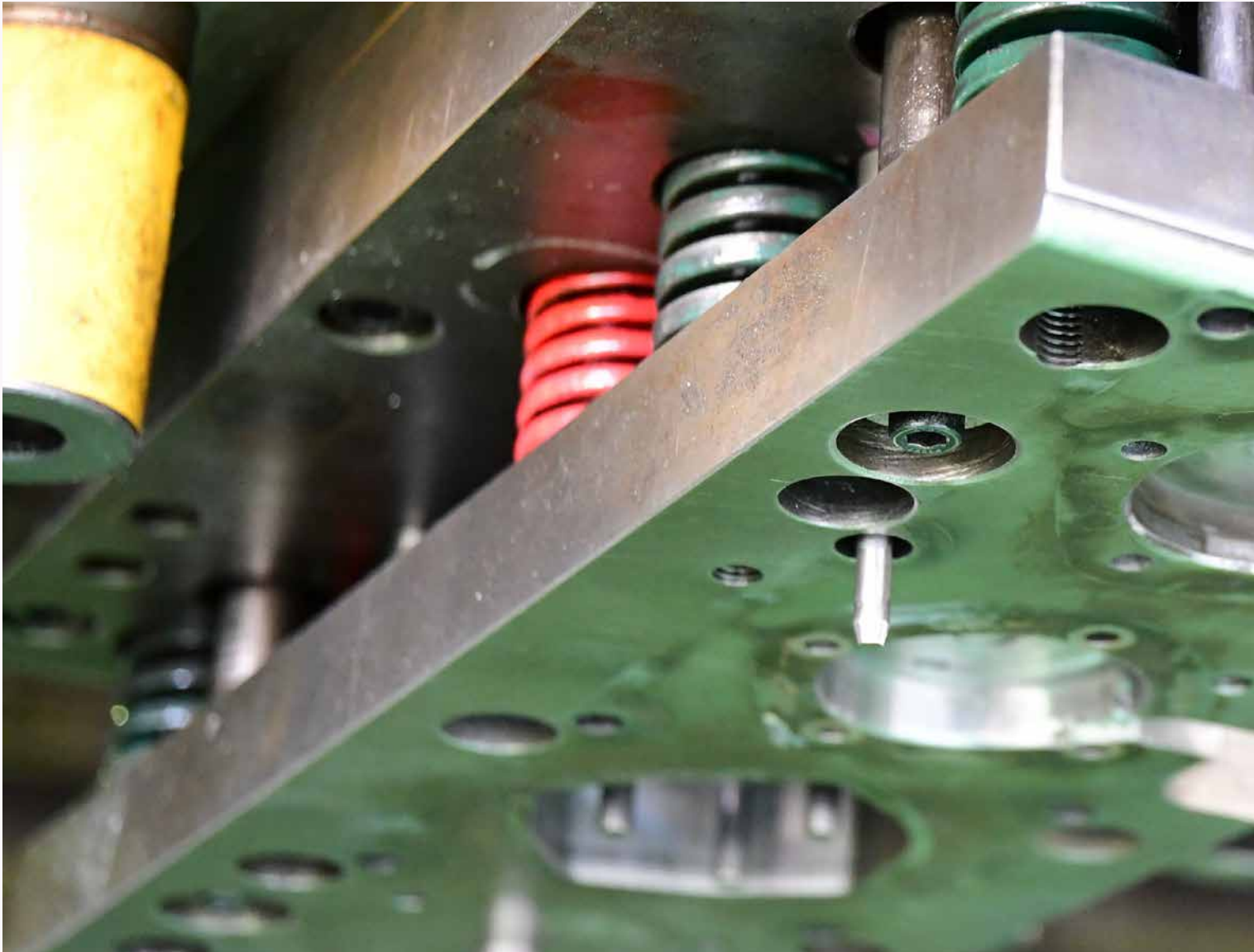
But even in this 21st century environment, traditional methods still have their place. Pressed parts are a key to the development of Autonomous vehicles, an area Clamason has spent a lot of time developing

in the last two years. Modern Autonomous Vehicles and Hybrids have huge array of control systems, these control systems require components that are a perfect match for Clamason's capabilities and are a key part of their product portfolio.

TRULY GLOBAL

Europe is not the only arena where Clamason has been working however. This year marks the 30th anniversary of >>





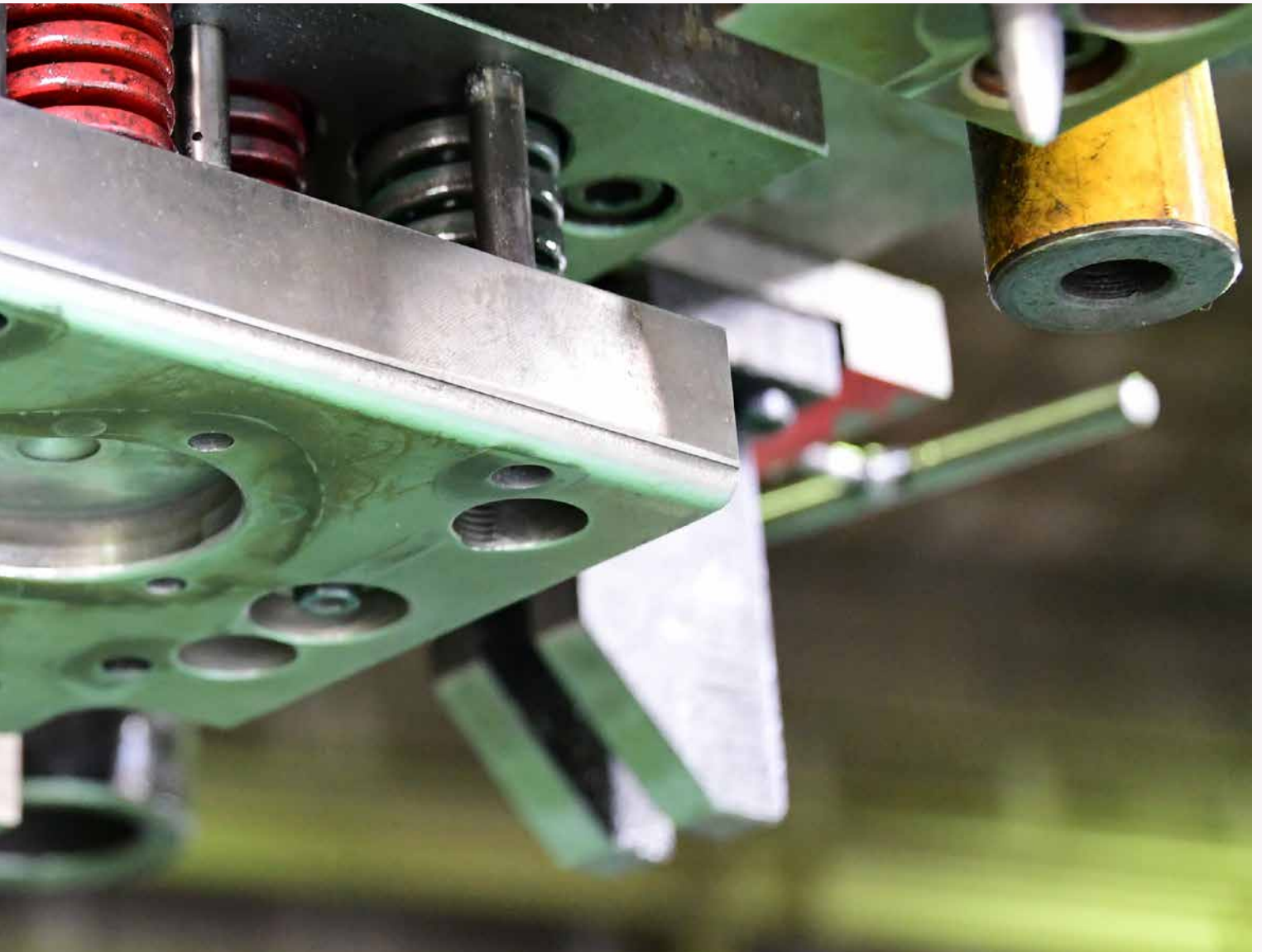
“IN 2018 CLAMASON LAUNCHED A CAMPAIGN WHICH PROMOTED THE USE OF PROGRESSION TOOLING TO MANUFACTURE HIGH VOLUME BATCHES OF PARTS THAT WOULD HAVE HISTORICALLY BEEN DIE CAST OR MACHINED”

Clamason sourcing its first tool from Asia. From this first, small deal Clamason Industries have grown their tooling supply chain globally. Tooling projects include complex UK based design and can be manufactured locally in the UK or by Asian suppliers.

DISRUPTIVE MARKETING

Clamason’s approach to new markets has seen them take a creative look at established “metal bashing” processes. They have considered how clever design and the ability to manufacture a wide range of

materials has allowed Clamason to redesign products historically made using old, expensive processes. This approach has led them to re-engineer parts for customers that are cheaper, lighter and have a lower carbon footprint. In 2018 Clamason launched a campaign which promoted the use of progression tooling to manufacture high volume batches of parts that would have historically been die cast or machined. The results have been incredible with some customers parts reducing weight significantly while others have seen huge price reductions.



If you want a chance to get to meet Clamason Industries and hear more about their work, this October they are going to be exhibiting at the MSV International Engineering Fair in Brno, in the Czech Republic. This fair will feature over 1,500 exhibitors and will see 75,000 visitors from 59 countries around the world from all nine of the key specialist sectors of the engineering industry.

Clamason Industries will be making their presence felt among a very strong visitor profile that reflects the importance of the MSV fair as an event, meeting

^
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with decision makers and buying influencers, and a host of people in senior management roles. MSV International Engineering Fair is one of the best known and well-publicised trade fairs in the Czech Republic, attracting 400 journalists and ensuring visitors

and exhibitors alike benefit from their workshops, seminars and conferences.

It's the perfect opportunity to meet Clamason Industries, find out more about what they do, and learn what they have planned for the future. ☺

“IT'S THE PERFECT OPPORTUNITY TO MEET CLAMASON INDUSTRIES, FIND OUT MORE ABOUT WHAT THEY DO, AND LEARN WHAT THEY HAVE PLANNED FOR THE FUTURE”



WE TAKE A LOOK AT FANUC UK, ITS PLACE WITHIN FANUC'S GLOBAL ORGANISATION, AND HOW IT IS HELPING THE FUTURE TO HAPPEN RIGHT NOW.

THE FUTURE TODAY

FANUC UK provides automation solutions, such as CNC controllers, robots, lasers, machining centres, and EDM and injection moulding machines, all of which create a complete, integrated factory automation system for customers in the industrial sector.

Its Training Academy also offers comprehensive training programmes on the products mentioned above, with a range of both standard and bespoke courses to meet a customer's needs. These services are offered by a strong team of sales, training, engineering, parts and service support professionals. With a customer-centric approach, this team has the experience and skills to understand and anticipate its customers' needs. FANUC truly offers the best of both worlds: a global player with local knowledge.

FANUC UK stores its parts and equipment in its own UK warehouse. Based in FANUC's Ansty Park facility, the warehouse contains a repository of the most important components. This allows the company to guarantee short delivery and reaction times, so that a malfunctioning part never has to result in prolonged periods of downtime.

A GLOBAL HISTORY

The heritage and ownership of FANUC UK go back to its parent company, FANUC Global, the headquarters of which is located at the foot of Mount Fuji, near Lake

Yamanaka. Christened "FANUC City", its name is no exaggeration: the headquarters covers 1.5 million square metres and houses all of FANUC's production facilities. It is also the home of 12 research and development centres, as well as administration buildings, staff accommodation, leisure facilities, and even a clinic for FANUC employees and their families.

FANUC Global has around 60 years of experience in the development of computer numerical control (CNC) equipment. With over 6,000 employees worldwide, the company has produced and installed over 22.5 million products across the globe, from industrial robots to vertical machining centres. It is, simply, one of the leading global manufacturers of factory automation solutions.

From FANUC City, the company produces up to 55,000 CNC controls, 330,000 servo motors, 184,000 servo amplifiers, 7,000 robots and 3,500 machines every single month.

It's not all about quantity, however. FANUC is the only company in the automated manufacturing equipment sector that develops and manufactures >>



Mercia Engineering Ltd



ABOUT MERCIA ENGINEERING

Three decades of experience within the industry and a wealth of knowledge, Steve decided to establish Mercia Engineering Ltd in the early months of 2013. The business was an immediate success and rapidly started to expand. As the customer list expanded so did the workforce, as a result we moved into larger premises in 2014 to ensure the best quality service for the best possible price for our expanding customer base. Our aim is to achieve high quality craftsmanship and to deliver first class customer service for all of our customers. In doing so, we have established a solid customer base and a reputation that ensures our repeat customers are sure that our services and quality are incontestable.

Our Main Focus:

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- Speedy and efficient service.
- An experienced and committed workforce.

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MERCIA ENGINEERING

GENERAL ENGINEERING AND FABRICATION

Established in 2013, we supply products, systems and a wide range of machining services to a wide range of industry, specialising in the design and manufacture of applications for NDT, clay technology and foundry sectors. Our dedicated and experienced workforce consistently produce high quality fabricated engineered products.

Our ability to source exceptional quality, local resources provides us with the opportunity to excel in our profession and provide a quality of work that we take pride in. This enables us to provide excellent customer service and competitive prices, alongside providing a fast and efficient service.

Quality is of the upmost importance to us and is the foundation that our business is built upon. This ethos has helped to establish our reputation as a reliable supplier, building a solid customer base and offering the best services for the best prices.

PURPOSE-BUILT MACHINERY

Mercia Engineering offers a wide variety of services including purpose-built machinery. Tailored to your design, we can provide a high quality finish that will guarantee customer satisfaction and functionality of the highest calibre. From liaising with the client and discussing requirements, to the CAD (Computer Aided Design) design drawings and detailed design, each step is carefully and meticulously thought through to ensure the best possible product to match your expectations.

Our experienced team can ensure your purpose-built machinery will fit and solve your industry requirements and run efficiently and cost-effectively.

HARD-FACING

Hard-facing is one of many services we offer to our customers. Utilising Tungsten carbide's malleable but abrasively resistant structure, we offer a high quality service at a competitive price. Using a hand-applied approach it ensures a wear resistant coating.

Hard-facing can extend the life of your mechanical components and ensure they are more resistant to corrosion, general wear, heat and abrasion.

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We provide a high quality service building NDT cabinets for a wide range of uses. We will build your cabinets to meet your specifications and business needs.

We can construct your NDT cabinet to your direct specifications. Also we can custom build any of our NDT cabinets to include accessories such as hoists and easy access for forklifts. Unlike most NDT cabinets, our cabinet's are easy to transport and more portable than the common concrete, lead blocks and steel cabinets giving you flexibility.

Find out more and visit us at: www.merciaengineering.com



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FANUC CITY IS ABLE TO
PRODUCE UP TO

**55,000 CNC CONTROLS,
330,000 SERVO MOTORS,
184,000 SERVO AMPLIFIERS,
7,000 ROBOTS AND
3,500 MACHINES
EVERY SINGLE MONTH.**



^
Tom Bouchier, Managing Director, FANUC UK

every major component within its machines. Its software is also developed in-house to deliver superior functional reliability, and higher productivity as a result.

FANUC isn't selling anything that it wouldn't use itself. Its production lines are "manned" by over 2,000 robots, making FANUC City the most automated production facility in the world. The company also understands its customers' needs because they reflect its own needs.

"IT IS, SIMPLY, ONE OF THE LEADING GLOBAL MANUFACTURERS OF FACTORY AUTOMATION SOLUTIONS. IT MAKES THE THINGS THAT HELP YOU MAKE THINGS."

The solutions that FANUC supplies have also benefited the company's own production lines.

FANUC's global network covers over 263 local offices, with Europe alone counting a comprehensive network of 29 subsidiaries providing sales, technical, logistics and services support. FANUC UK is a part of this network.

THE NEXT GENERATION

The advanced state of FANUC City's technology is reflected in FANUC UK's state-of-the-art headquarters at Ansty Park, Coventry, where a bright and open showroom plays host to FANUC's latest robots and robomachines. Most recently, FANUC supplied its neighbour, the Manufacturing Technology Centre (MTC), with a range of equipment for its adjacent Advanced Manufacturing Training Centre. The AMTC's training centre is now equipped with six FANUC vertical machining centres, as well as seven robotic educational cells, which will give the next generation >>



of engineers a chance to gain practical experience of the latest automated factory technology.

Commenting recently on the partnership between FANUC UK and the MTC, Tom Bouchier, managing director of FANUC UK, said: “The UK’s manufacturing landscape is evolving at a pace not seen for decades. This is facilitated by the productivity and efficiency benefits derived from the greater connectivity and interoperability offered by manufacturing technology. Both the MTC and AMTC have been at the forefront of developing the next generation of engineers.

“THE UK’S
MANUFACTURING
LANDSCAPE IS
EVOLVING AT A PACE
NOT SEEN FOR
DECADES.”

Given FANUC’s own commitment to fostering future engineering talent, we are delighted to be able to integrate our own state-of-the-art technology into their facilities.”

The MTC’s chief executive, Dr Clive Hickman, has been particularly enthusiastic about FANUC’s contribution to the MTC’s training capabilities.

“Robotics and automation are two of the MTC’s key areas for developing the factories of the future,” he points out. “FANUC’s iconic yellow robots can be seen in factories around the world, and the company shares the MTC’s enthusiasm for innovation, as well



⤴ **FANUC recently invited 20 children to its facility to see what future careers in engineering could look like.**

as an appreciation of the need to train people to fill the needs of advanced manufacturing for years to come.”

FANUC isn't stopping there, however. It's also looking even further into the future to inspire a new talent pool of engineers for the UK. Recently, the company invited 20 children, between the ages of eight and ten, to its facility to see what future careers in engineering could look like. The event was organised by Primary

“ROBOTICS AND AUTOMATION ARE TWO OF THE MTC'S KEY AREAS FOR DEVELOPING THE FACTORIES OF THE FUTURE.”

Engineer, a programme aiming to bridge the gap between industry and education.

The children were able to use FANUC UK's showroom to race soapbox cars that they had built with the help of their teachers. They also had a chance to get up close and personal with FANUC's distinctive yellow robots.

FANUC UK's sales and marketing manager, Andrew Armstrong, said at the event: “It's essential that we encourage as many children as possible to consider a career in engineering.”

Indeed, some of FANUC's future engineers may already have been inspired. ☺

FRIGEL

FRIGEL HAS MADE A NAME FOR ITSELF PROVIDING COOLING EQUIPMENT FOR A VAST VARIETY OF INDUSTRIES, WE FIND OUT HOW THEY DO IT.

COOL CUSTOMERS

Frigel was founded in 1960, but its story really begins in the early 90s, when it began developing its product strategy and international sales base.

We started developing new products designed for process cooling applied to the plastic industry and started growing internationally,” Dorin, Frigel’s CEO explains. “The company now specialises in any sort of temperature control equipment for industrial processes such as plastics, food and beverages, pharmaceuticals, metals, oil&gas and others. Basically,

everything that doesn’t have to do with HVAC or commercial refrigeration.”

This means the company has had to be extremely flexible and innovative in how it works.

“The company has developed by designing specific products for specific industries, which we do by understanding the processes we serve,” Dorin says. “We can design equipment that responds to the needs of that specific industry, so, for example, plastic has different requirements for cooling depending on the type of process, i.e. injection moulding, extrusion, bow moulding and has a lot of

different requirements depending on the plastic materials processed and the types of products you’re moulding. Packaging, for instance, is usually a fast cycle process, requiring low temperatures and high turbulence of cooling water, whereas more technical plastic materials and parts, such as parts used in electrical appliances, automotive, or products used in the medical sector, where precision is more important than quantity, cooling water temperatures are usually higher, even up to 200 degrees Celsius.

In other industries, such as beverage, we offer specific >>



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“THE COMPANY HAS DEVELOPED BY DESIGNING SPECIFIC PRODUCTS FOR SPECIFIC INDUSTRIES, WHICH WE DO BY UNDERSTANDING THE PROCESSES WE SERVE”

solutions customized for soft drinks, juices, beer, or other alcoholic and non-alcoholic beverages that need cooling at various stages of their typical process.”

By catering to such a wide range of specific industries Frigel has developed an international network, expanding outwards from Europe. In 2006 they opened their first subsidiary in the US, serving the North American continent with sales and services, providing customers with all the technical support needed to select equipment, install it and provide after sale service.



“THE FIRST CHALLENGE WE ARE CURRENTLY FACING IS THE GROWTH FROM A FAMILY COMPANY INTO A MANAGERIAL COMPANY”

It gives us a different channel to the market,” Dorin tells us. “Green Box is also very strong in developing certain products Frigel was missing, so this is also a good synergy coming from the acquisition that we can now offer through our network.”

A CHANGING CULTURE

With this growth and diversification, however, Frigel is also undergoing bigger, more fundamental changes to the way they work.

“The first challenge we are currently facing is the growth

from a family company into a managerial company,” Dorin tells us. “It’s something we need to deal with as we grow because we’ve reached a level where it’s impossible to keep everything under the control of our family. We need people who can run complex processes because we’re already an international company, doing the full spectrum from design to operations.

This is crucial, as Frigel plays a critical role in the processes of its customers’ business.

>>

^ The Ecodry closed loop process cooling system

In 2012 Frigel opened up two more sites, one in Thailand and one in Brazil, hubs to supply the surrounding regions.

“More recently, the beginning of this year we started a new joint venture,” Dorin says excitedly. “It’s our first joint venture, and now in India, close to New Delhi with our partner Matsui Technologies India. This company has been operating in India for ten years already.”

As well as their first joint venture, Frigel is also expanding through acquisition. In Italy they recently purchased Green Box, one of their competitors. This has allowed them too expand their offering to OEMs and added new products to the overall portfolio of technical solutions.

“OEMs are equipment manufacturers of other types, they buy process cooling equipment from suppliers like Green Box and sell it to end users.





“If our equipment stops the factory will stop. It’s not one machine, it’s serving the complete factory,” Dorin says. “If cooling doesn’t run the whole factory is down. This requires the ability to operate in every corner of the world with people able to stand the challenge.”

To re-enforce that capability a number of new systems are being put in place.

“We are introducing into the company a performance management system, a complete delegation process, we’re able to set down objectives and goals up from there and then provide the power that is needed to our managers,” Dorin says. “But the most challenging

“WE ALWAYS TRY TO LET THE PEOPLE GROW FROM THE INSIDE, WE OFFER TRAINING, ALL SORTS OF TRAINING, FROM INSIDE THE COMPANY, TO OUTSIDE THE COMPANY, BECAUSE WE HAVE BEEN HIRING A LOT OF YOUNG PEOPLE, A LOT OF ENGINEERS”

thing is to change the culture, because we’ve more than 300 people who have grown within the company, and most of them have developed their skills, but were not necessarily taking on more responsibility, and this is hard to change. Going through training and coaching for people to become full managers in their own sector.”

It’s a process that’s involved a great deal of investment in the company’s own staff.

“We always try to let the people grow from the inside, we offer training, all sorts of training, from inside the company, to outside the company, because we have been hiring a lot of young people, a lot of engineers. They are people with a good technical background but not



^ 50+ Years of Process Cooling Excellence

a managerial background, so we're trying to teach them these skills."

As well as developing their own staff, Frigel is also expanding its own talent pool, being careful to find people who understand the company.

"We're also introducing people from outside, although this is a risk because we have to find people who can understand the cultural shift we are undergoing and are able to adapt to this scenario," Dorin says. "it's a long process, it doesn't happen in a few months. However, we're seeing progress."

But while the company is undergoing these cultural

changes, Frigel is still continuing to grow.

Dorin tells us, "We still have a lot of places in the world where we're not sufficiently introduced,

even in Germany. We're doing much better in North America than we do in Germany.

In addition, we have great potential in other industries requiring process cooling, which we have not really approached with an organized sales network yet. We see a lot of scope to grow our business by continuing our strategy of developing specific cooling equipment for specific applications.

The key is to finding and offering to our customers solutions to their process cooling needs that can bring them higher performance, maximum efficiency and total reliability for their processes. In a nutshell, we offer them competitive advantages. ☺

"WE STILL HAVE A LOT OF
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WHERE WE'RE NOT
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EVEN IN GERMANY. WE'RE
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NORTH AMERICA THAN WE DO
IN GERMANY"

POLYSCOPE

WE TAKE A LOOK AT THE EXCITING MATERIALS SCIENCE THAT IS
POWERING POLYSCOPE'S BUSINESS GROWTH.

POLYSCIENCE



Polyscope has built a name for themselves supplying high end engineering polymers to a wide variety of markets, including the automotive industry, appliances, electronics, construction, packaging, 3D printing and even the high end paper market sector. Their work can be seen across the value chain, including additives, performance enhancers, and compounds.

We're deploying opportunities readily available in the market seen through the lens of this specific polymer," explains the company's managing director, Patrick Muezers. "It drives new innovation, and strong customer relationships in the markets we're currently serving with a young dynamic organisation."

The polymer that allows Polyscope to exploit the opportunities found in these markets is a perfect example of the company's innovation.

"We produce granules that are shaped into products which we supply to the automotive market for sunroof frames," Muezers explains. "They need high temperature resistance, they need to have very little deflection, both during the manufacturing process and during the life cycle of the product. It's an innovative, light-weight concept with these specific characteristics. It's a quality solution."

Polyscope's polymers are a fascination chemical puzzle with immense possibilities in terms of applications.

"If you look at styrene maleic anhydride (SMA) copolymers, you see there is a hydrophobic part and a soluble part," Muezer says. "That combined function makes it very interesting. So you can create dispersions and solutions, and those characteristics are very important in the industry, there are not many polymers that are water soluble in one part of the molecule but not in the other part."

The polymer has applications in the electronics industry, particularly the data server and smart phone industry, and sees a great deal of use for its high end electrical properties.

"They use the styrene portion as an insulator and the maleic portion as a cross-linker. Also here the two building blocks that act completely differently

"WE'RE DEPLOYING OPPORTUNITIES READILY AVAILABLE IN THE MARKET SEEN THROUGH THE LENS OF THIS SPECIFIC POLYMER"

in different situations, letting us create features other polymers are not capable of," Muezers points out. "The uniqueness of the polymer with the focus on multi-market opportunities, make it a successful business model."

VERSATILE GROWTH

Much like the products that it sells, Polyscope is a company that prides itself on its versatility and its ability to adapt to new circumstances, a quality that is demonstrating itself clearly in its process of seeking out strategic growth opportunities.

Muezers explains, "We are growing our organisation organically, seeking strategic opportunities to strengthen the organisation on a global scale, but also to make sure that we have the knowledge that is needed to be successful in that transition. We're entering a period of global expansion and greater capacity, into strategic markets we've developed from a product point of view for years.



Patrick Muezers,
Managing Director





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Stronger together



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Growing a better world together.

“WE ORGANISE OURSELVES AROUND STRATEGIC MARKETS WHERE THE LEADERSHIP MODEL IS CELL BASED, EACH CELL HAS A CLEAR OBJECTIVE”

We’re reaping the commercial value and focusing more on the business model, reaping the rewards from the knowledge we’ve built up.”

Indeed, Polyscope is practically spoiled for choice at this point.

“The challenge is managing the versatility of all these opportunities while working with this polymer and choosing the right end markets and applications with the highest profitability,” Muezers says.

CELL MATES

To make the most of these opportunities, the company is adopting a unique structure to ensure they give each possibility the time and effort it deserves.



^ L-R. Plant facilities, company employee and automotive application

“We organise ourselves around strategic markets where the leadership model is cell based, each cell has a clear objective. It’s basically a team with a very clear focus within one area and we keep the focus on that specific area,” Muezers says. “We can grow the business, globally expand our knowledge base and pursue requirements for specific applications.”

The process, which Polyscope adopted from the Netherlands, is one they call “platooning”.

“It’s a mobility concept where you have three trucks on the road, one is the leader and the others follow based on signals they continuously feed to each other,” Muezers says. “Truck two and three are autonomous but are controlled by the leader in that platoon. The market leader is the lead truck and everyone follows that direction. Everyone understands their role and what is expected.”

“WE FIND THE BEST STAFF THROUGH ACTIVE NETWORK SEARCHES AND THROUGH PERSONAL AND BUSINESS RELATIONSHIPS”

Of course, for this strategy to pay off it needs to be executed by the right people, and Polyscope has firm strategies in place to not only ensure they hire the best talent, but make sure that talent is empowered to influence the company.

“We find the best staff through active network searches, through personal and business relationships, through professional recruitment activities, through marketing channels such as websites, and through innovative business modelling,” Muezers tells us. “Polyscope is not only busy with product development but also with business models. We run the business as flat as possible from an organisational point of view. As I said the cell structure for the concept gives us a lot of power for small groups of individuals in influencing the business course, which drives commitment and empowerment and energy to run

a lean organisation. We have a lot of fun as well as a lot of work.”

A SUSTAINABLE FUTURE

Looking forward, Polyscope plans to expand on its current market leadership position and drive forward integration and new business models to make sure they keep connected to the trends, needs and changes in their strategic market segments.

“We want to become application leaders in the strategic areas, and we need to supply to the market much more than a product,” Muezers says. “We need to understand problems, issues and opportunities.”

Planning for the future means planning for the long term, which means making sure there is a long term, which is why Polyscope has made sustainability a serious priority for the company.

As Muezers points out, “We have one world which we need to work with and respect, and that can also have parallel in business, which is like an organism. We need to allow this organism to grow, sustainably, that means everything we do has a long view to it. Polyscope started the CLAUT foundation around the circular economy because we believe there’s a lot of value there. There’s also a lot of social and environmental sustainability in the circle economy. So, we’re pushing for new business models that are needed to move towards it.”

“WE WANT TO BECOME APPLICATION LEADERS IN THE STRATEGIC AREAS, AND WE NEED TO SUPPLY TO THE MARKET MUCH MORE THAN A PRODUCT”

CODELCO CONTINUES TO BE ONE OF THE WORLD'S BIGGEST COPPER MINERS, BUT OVER THE LAST YEAR THEY'VE BEEN INVESTING HEAVILY FOR NEW OPPORTUNITIES.

GETTING OUT WHAT YOU PUT IN

Codelco, also known as *Corporación Nacional del Cobre de Chile* or the *National Copper Corporation of Chile* is a state-owned, Chilean copper mining company that was formed in 1976 from foreign-owned copper companies that had been nationalised in 1971. Codelco is an autonomous company, but its ownership is shared by all the people of Chile. Over the years it has become the world's primary producer of copper, and its ore reserves are the envy of the world and an enormous engine for development in Chile itself.

But over the last year Codelco has been putting into the mine as well as taking out of it.

INVESTING IN OUTPUT

Among the biggest investments Codelco has made is a \$2 billion investment intended to maintain the company's production output. That pot of cash will be divided among three projects for the company's El Teniente division, including \$1,923 million for Andres Norte, \$101 million for Diamante, and \$75 million for Andesita.

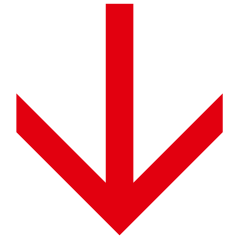
The project is intended to extend the useful life of the mines in the El Teniente division for another 50 years into the future, and it has received the

full support of Codelco's board of directors, who approved the \$2 million investment in March. The aim is to provide the structural support for Codelco to maintain its historic production levels of approximately 1.8 million tons of copper every year.

It's a project that has been modified following technical difficulties that have led Codelco to open up exploitation in three new sectors, including the Andes Norte, which is the main area they are looking to expand around 2005 meters beneath Lieutenant 8, a level of the mine that Codelco is already exploiting. This area will receive \$1,923 million in its implementation. Meanwhile, Diamante will receive \$101 million >>



“THE PROJECT IS INTENDED TO EXTEND
THE USEFUL LIFE OF THE MINES
IN THE EL TENIENTE DIVISION FOR
ANOTHER 50 YEARS INTO THE FUTURE” »



TEAMS WORK.

Vision, Value and Experience

Having more than 30 years of operations in Chile and a presence in more than 60 countries around the world, is proof of our extensive experience in all segments of both classical and niche construction, while always delivering a service tailored to the needs of our clients and working to the very highest quality standard.





“IT’S A PROCESS OF EXPANSION THAT VITAL NOT JUST CODELCO, BUT TO THE WORLD, WITH THE EL TENIENTE MINE EXTRACTING 464,000 TONS OF COPY IN 2017”

while Andesita will see \$75 million of investment.

The Executive President of Codelco, Nelson Pizarro, has told the Chilean Senate that they have made 46.7% progress with the project and they believe the first extraction from these new exploitation zones will occur in 2023.

It’s a process of expansion that vital not just Codelco, but to

the world, with the El Teniente mine extracting 464,000 tons of copy in 2017, a quantity only surpassed by Minera Escondida and Collahuasi.

A TIME TO UPGRADE

At the same time that Codelco is investing in its mines, Chile’s government is investing in Codelco. This July Codelco has received an extraordinary >>

ZÜBLIN CHILE

As ZÜBLIN CHILE, company dedicated to project management development, engineering and civil works of great scale, with more than 100 years of experience in the world and 30 years in Chile who has become the main tunnel engineering company in the country, we are responsible for one of the most important project in Chile.

In 2016, we have been awarded a € 400 million contract by Codelco, the world’s largest copper producer. It’s the Chuquicamata Mine, located at 2,830 meters above sea level in the middle of the Atacama Desert, 240 kilometers from the port city of Antofagasta that will be transformed from the world’s largest open pit to an underground operation.

Our performance policy is based on the commitment towards four main pillars: Safety, Health at Work, Environment and Quality. We are responsible for 62,547 m tunnels, 7 km of vertical shafts and 3,6 Million tons of mucking and transport of Chuquicamata.

The miner project considers the exploitation by means of macro blocks, with the “block caving” extraction process, in an underground mine that includes four levels of production; a main access tunnel of 7.5 km; five ramps for the injection of clean air and two mines for extracting air, among many other works.

Chuquicamata also foresees a production rate of 140,000 tons of ore per day (tpd), which will mean a production of 340,000 tons of fine copper and more than 18,000 tons of fine molybdenum per year. Once at full tilt, by 2025, the mine is expected to produce 1.7 million tons of the red metal a year.

With a high degree of specialization in the mining and energy markets, also

we have taken part in important port and civil works, earthwork, buildings, infrastructures, hydraulic, sanitary and electric works.

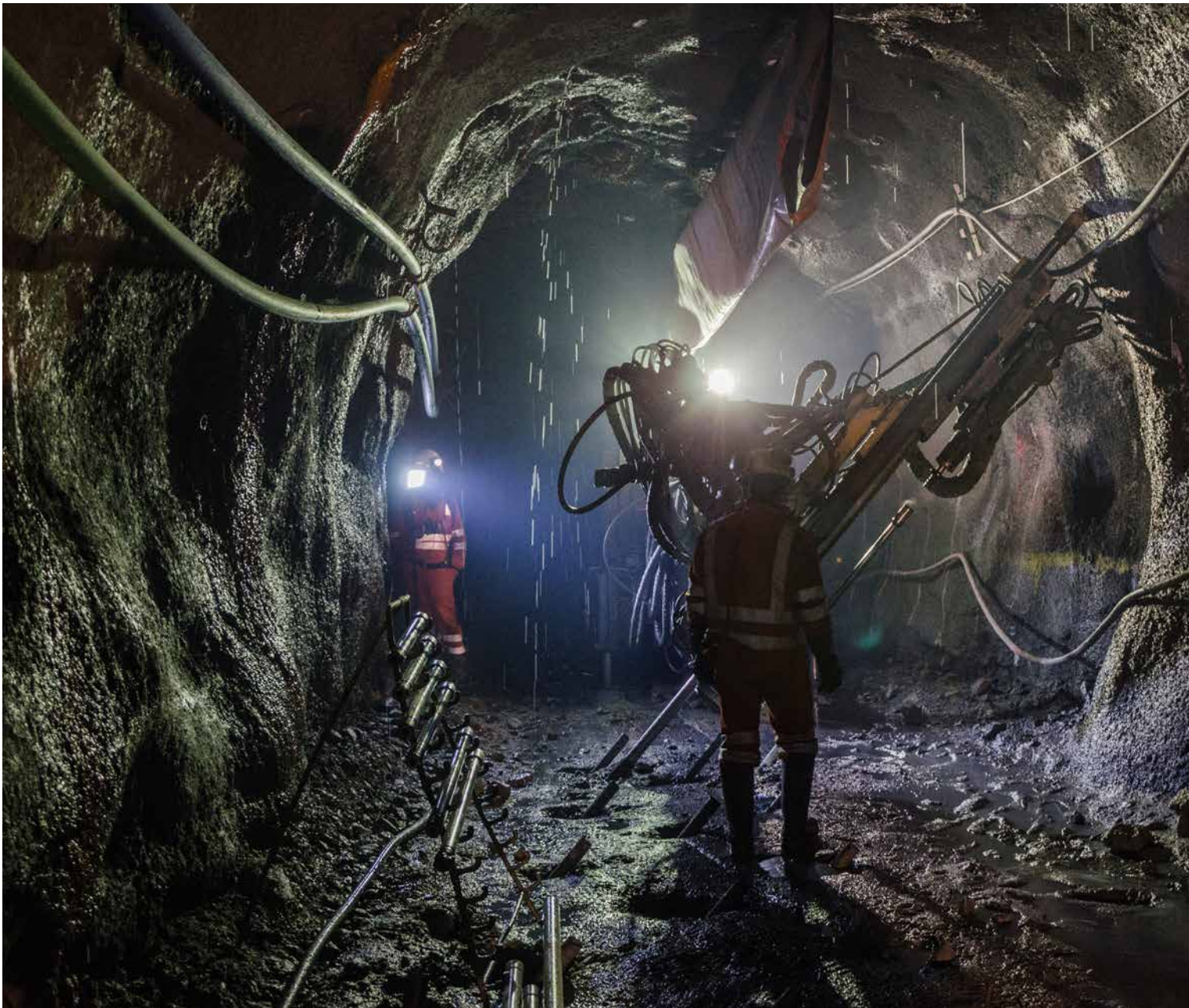
The development of the underground project in its entirety implies construction rates of the order of 3,000 meter-tunnel / month with a high demand in compliance with terms, costs, quality and sustainability defined in the technical bases.

ZÜBLIN CHILE contributes monthly with more than 1,650 m of tunnel per month as average production among all contractors. To this date the main macroblock at the production level (N01-S01) is fully excavated and fortified, continuing its preparation in paving and construction works for the entry into production of the streets that would initiate the exploitation for sinking by 2019, at rates that already reach 25 linear meters of definitive civil works per day.

The key to success has been focused on its team of excellence and the implementation, at all levels of the contract organization, of an operational management model based on the planning, distribution and control of constructive resources, all focused on the milestones of development and construction of the contract.

As ZÜBLIN CHILE we are very proud of our workers in Chuquicamata, because their spirit of partnership, the trust in their work, the solidarity between them, the innovative spirit, the huge commitment with the project, the humility, their compromise with the sustainability, the respect and of course, the reliability. These characteristics define the values of ZÜBLIN CHILE team.

Find out more and visit us at: www.strabag.cl



\$1 billion in investment from the government to fund an ambitious plan to upgrade Codelco's aging mines and find solutions for their dwindling ore grades. The investment has been supported by Chile's mining minister, Baldo Prokurica, who has said it's essential that Codelco keep its production numbers up and maintain its position as the globe's number one copper miner.

The company holds extremely vast deposits of copper that account for a tenth of the world's known, proven and probable copper reserves. While the \$1 billion is beyond doubt a sizeable investment, it is dwarfed when seen in the context of Codelco's ten-year investment strategy that

“CODELCO HAS ALREADY RECEIVED ENVIRONMENTAL APPROVAL FOR A \$1 BILLION DESALINATION PLANT TO SUPPLY WATER TO THE MINES IN CHILE'S NORTHERN REGION”

will take it forward from 2020, with an eventual budget of \$39 billion.

Codelco has already received environmental approval for a \$1 billion desalination plant to supply water to the mines in Chile's northern region, which will be the second biggest desalination plant in the country and will allow the company to expand its Radomiro Tomic mine.

The government will be expecting a return on its

investment, however, with Codelco handing over all its profits back to the state while producing over 1.8 million metric tonnes of production. Last year they contributed \$3 billion back to the nation.

INVESTING IN PEOPLE

Codelco is only able to achieve the output it aspires to thanks to their people, and those people are a huge priority for the company.



That's why, for the fourth year in a row, Codelco has come first in the Merco Talento ranking, a list that records companies' ability to attract and retain talent in Chile.

Through a series of surveys conducted over the spring, Codelco was found to rank first in the general ranking and among mining companies, placing it at the forefront of a list of Chile's 100 most attractive companies for talent after assessing their employer brand, internal reputation and quality of work.

This year's edition of the competition saw the Enterprise Reputation Corporate Monitor interview 10,503 people including human resource managers, head hunters, the general population,

students and of course the workers themselves, while also conducting benchmarking with the indicators of human resources management for each of the companies.

It's news that couldn't come at a better time for Codelco during the process of its massive transformation and overhaul.

Daniel Sierra, the Vice President of Human Resources for Codelco, prioritises the capture of the best talent available as essential for the future of the company. As he said when receiving the award, "Our mines are changing, our business is no longer the same, the automated, digitised and robotised technologies that we are incorporating have the objective of impacting on

better safety and productivity indexes in our operations, which also implies a challenge: we will need new competences of part of our collaborators."

Sierra has been especially explicit in pointing the importance of workers for 21st century mining, and ensuring that they are "people with technical levels, ability to learn quickly and a positive attitude towards risk management, with an interest in developing permanently, be polyfunctional, interact with new technologies and willing to participate in the process transformation spaces, people who can be inserted in a more disciplined work scheme and with greater participation, commitment and involvement."

These are the people who will be expanding the horizons of Codelco's operations and ensuring that there is a steady supply of copper for decades to come. ☺

"OUR MINES ARE CHANGING,
OUR BUSINESS IS NO LONGER
THE SAME..."



WE TALK TO THE NATIONAL
UNIVERSITY OF GALWAY TO FIND OUT
ABOUT THE UNIQUE CHALLENGES AND
OPPORTUNITIES FOR PROCUREMENT
IN THE ACADEMIC SECTOR.

PROCURING KNOWLEDGE



NUI Galway, established in the heart of Galway City, on the West coast of Ireland, is among the top one percent of universities in the world, with a prestigious history that stretches back nearly 200 years. Over 18,000 students study at NUI Galway, where 2,600 staff provide the very best in reearch-lead education. With an extensive network of industry, community and academic collaborators around the world, NUI Galway researchers are tackling some of the most pressing issues of our times. Internationally renowned research centres based here include CURAM Centre for Research in Medical Devices, Insight Centre for Data Analytics, Moore Institute, Instutute for Life Course and Society and They Ryan Institute for Environmental, Marine and Energy.

Ensuring the organisation has access to the full range of supplies and services at the most competitive cost is critical to supporting the organisation in its work as one of the leading educators. Given the diversity of procurements we handle i.e. from a normal goods/services used in day to day Academic/Research (like commodity items such as ICT equipment, Laboratory consumables/services etc.) to significant and complex bespoke research equipment/services, presents unique challenges along with great opportunities for procurement to play a pivotal role.

“I have a core team of professionals to support me, and we are the “go-to procurement

experts”, as we have the knowledge and skills to interpret the raft of legislation at national and EU level which we must follow,” explains Ann Melia, Head of Procurement and Contracts for the University. “Procurement by its nature is quasilegal, it’s about strategy, effective operations and application of procurement and contract law.”

In the private sector it’s not uncommon for companies to have preferred brands or vendors that they keep going back too, but in the Universities in Ireland, we occupy a public sector, taxpayer funded space, and so the constraints and goalposts are very different.

“I’m Head of Procurement, but I’m also a taxpayer,” Melia says. “I want to know the organisations funded from the tax I pay are spending that money wisely, so even as an individual citizen its of interest. The Irish public are very focused on ensuring that our orgnaisation as a public sector organisation take that remit very seriously.”

This means that when the University needs to buy something they need to do so within the framework >>

“WHEN THE UNIVERSITY NEEDS TO BUY SOMETHING THEY NEED TO DO SO WITHIN THE FRAMEWORK OF MANDATORY GOVERNMENT AND EU LEGISLATION”

EVERYTHING YOUR WORKPLACE NEEDS TO SUCCEED



Codex Office Solutions, is an award winning, privately owned Irish company. Founded over 39 years ago. It is ISO accredited, a Guaranteed Irish Company and is GREAT Place to Work Certified. Based in Glasnevin, Dublin 11 they provide office solutions nationwide with depots in Cork and Galway.

Codex's customer base is a mix of both Corporate and Government Business, Codex was awarded the Government contract for office supplies covering all of the Irish Health Service and related organisations, Government Departments and Irish Universities. The contract which started on the 1st of June 2017 is a nationwide contract covering the length and breadth of Ireland. Codex has always been a strong provider to the Public sector and having held this contract from 2011 to 2014 are delighted to have the opportunity to service this business again.

Within the Government Business lies the Educational Sector, with winning the agreement last year Codex is contracted to deliver Office Supplies to all the Universities within the Republic of Ireland. Having developed a business model which is customer specific, the Universities have benefited from bespoke & desktop deliveries, system integrations, online offerings and a wide range of office products and services which reduces the soft costs incurred by business. All these benefits allows the universities to focus on Educational activities.

In 2015 Codex worked with National University of Ireland Galway to roll out the Office Supplies contract. The University was being serviced by a local company offering an excellent service to the campus over many years. Codex in line with its 'responsible working policy' worked with the local company to deliver the contract. Ann Miele had the vision to implement this project when it was suggested and recognised the benefits of company's coming together throughout the Island of Ireland to deliver workable solutions. Local business being at the heart of the decision and by supporting local suppliers and manufacturers it in turn supports us all.

A realisation that quality does matter and the cheapest is not always the best value has the astute buyer coming back to Codex time after time. It is not just interiors and furniture that Codex pride themselves on but also that they put their heart and soul into everything they do. As always the customer comes first and that is the priority for all staff from the person in Customer Service taking your call to the person picking the order and the final delivery and invoicing. Codex has quality checks at each point making sure that you the customer always has a great experience no matter how big or small an order is they are all given the VIP treatment.



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CODEX
Office Solutions



Ann Melia, Head of Procurement and Contracts for the University <<

“THIS DIVISIONAL STRUCTURE GIVES RCL FOODS THE ABILITY TO PERFORM ENHANCED CATEGORY FOCUS IN THEIR CORE BUSINESSES”

of mandatory government and EU legislation.

“As Head of Procurement in an academic environment you’re balancing the need for the process and the procedure, with the business needs of the institution, which can be overwhelming for the staff involved” Melia says.

“The processes and procedure are necessary because they protect the Institution, and enable us to focus on the core principles of procurement, which go back some 60 years to the Treaty of Rome. They’re to do >>

CODEX OFFICE SOLUTIONS

Codex Office Solutions, is an award winning, privately owned Irish company. Founded by its owner Mr Brendan Murphy 39 years ago. It is ISO accredited, a Guaranteed Irish Company and is GREAT Place to Work Certified. Based in Glasnevin, Dublin 11 they are providing office solutions nationwide with depots in Cork and Galway. A Turnover of over €25m, Codex employs 80 people and excels itself at ‘Setting standards’ in Business. ‘Responsible Working’ plays a large part in the Codex culture. At the heart of the business is their customers, who always come first, the Codex team and their suppliers. Codex prides itself in procuring and sourcing 87% of its goods and services from companies who operate a physical presence within the Irish market.

Codex customer base is a mix of both Corporate and Government Business, within the Government Business lies the Educational Sector and Codex is contracted to deliver Office Supplies to all the Universities within the Republic of Ireland. Having developed a business model which is customer specific, the Universities have benefited from bespoke deliveries, Desktop deliveries, system integrations, online offerings and a wide range of office products and services which reduces the soft costs incurred by business while allowing the universities to focus on Educational activities.

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deliver the contract. Ann Melia had the vision to implement this project when it was suggested and recognised the benefits of company’s coming together throughout the Island of Ireland to deliver workable solutions. Local business being at the heart of the decision and by supporting local suppliers and manufacturers it in turn supports us all.

Codex have over the years become expert in all the services they supply from Facilities Management and PPE supplies to Furniture and Interiors. Codex have all your requirements from tea and coffee to cleaning and janitorial. Codex also supply the Portwest range of PPE and casual clothing. Codex have many strategic alliances with furniture manufacturers and included in their portfolio of products a specialist range of Higher Education Furniture which carries a fifteen year warranty.

A realisation that quality does matter and the cheapest is not best value has the astute buyer coming back to Codex time after time. It is not just interiors and furniture Codex pride themselves on but everything they do they put their heart and soul into. As always the customer comes first and that is the priority for all staff from the person in Customer Service taking your call to the person picking the order and the final delivery and invoicing. Codex have quality checks at each point making sure that you the customer always have a great experience no matter how big or small an order is they are all given the VIP treatment.

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“AS HEAD OF PROCUREMENT
IN AN ACADEMIC ENVIRONMENT
YOU’RE BALANCING THE NEED
FOR THE PROCESS AND THE
PROCEDURE”

with openness and transparency, which means we must advertise, we must let the marketplace know what we’re looking for and deal with the supplier who can best meet our needs on foot of a compliant and objective process”

CORE PRINCIPLES

These core principles include equality - all potential suppliers for a product or service are given equal time and have equal access to relevant information. This is closely followed by proportionality.

“It means finding a balance. When our academics say ‘I only want to deal with companies that have a turnover of €10 million’, but you’re only buying something



“IT’S FINDING THAT BALANCE AND IT’S CHALLENGING, IT’S ONE OF THE CORE SKILLS WE CONTRIBUTE TO THE ROLE”

^ **Each year more than 4,000 choose NUI Galway as their University of choice**

that’s €100,000 or even less, that’s not proportionate. When they are apprehensive about unknown suppliers saying that the supplier they’ve dealt with for years is the only supplier that can do the work. These are perceptions that have to be questioned. Saying we’re buying a system and we need ten years maintenance, that’s proportionate. It’s finding that balance and it’s challenging, it’s one of the core skills we contribute to the role,” Melia tells us.

The final principle is mutual recognition, which means that when it comes to certifications or qualifications, NUI Galway will look into accolades from other markets they may not be the qualifications they’ve asked for, but which fulfill the same criteria.

Melia gives us an example, “If people are educated in different realm it may turn out they don’t have a BA, but if you go and look

at their course and content, while its not the same name, it meets the same objectives. We must mutually recognize that the core components of that course are what we’re looking for.”

Adhering to these principles and ensuring compliance with all relevant regulations is perceived to add a lot of red tape to the procurement process, but NUI Galway’s procurement team is strategically positioned to guide our colleagues through the process more efficiently and to ensure the number of times they go to market is reduced and that the suppliers selected deliver high quality cost competitive solutions.

“THEIR PROCUREMENT OPERATIONS HAVE ALSO BENEFITED FROM A REVOLUTIONISED CONTRACT MANAGEMENT DATABASE”

“There are methods and technologies such as electronic forums,” Melia says. “The Irish Government has a superb development called the eTenders website, which allows us to seekout responses to tenders in an atmosphere of openness and transparency.”

Their procurement operations have also benefited from a revolutionised contract management database, based on the system used by the Coca-Cola company. That database has been a huge boon for the university, giving Melia a bird’s eye view of their entire procurement operation.

“Everything we do here, we can track it,” she says. “With a click I know for example there are currently 67 ongoing tendering processes and I can tell you where they are and what stage they’re at!”

This leverage is essential, as NUI Galway’s procurement department is a small, core team, serving the procurement >>



and supply chain needs of the Institution. Maire Hornibrook has been an integral part of the team for a number of years and is well recognised and respected throughout the organisation for her helpfulness and approachability. Frances Feeney comes from a legal background giving the Office “the edge” when it comes to legislative interpretations and identifying helpful flexibilities in the raft of regulation that surrounds buying in Public Sector.

“My Team have excelled in terms of growth, development and resilience which every procurement practitioner requires, alongside a great sense of humour!” Melia says proudly.

“WE PROTECT OUR STAFF, TO MAKE SURE THAT AT THE END OF THE DAY THEY UNDERSTAND, THEY’RE OPERATING IN A LEGAL ENVIRONMENT AND FOLLOW THE RIGHT PROCESSES”

This team is responsible for taking the legislation and regulations the university is bound to comply with, mixing them with best practice procurement processes and procedures and adapting it into effective policies that ensure compliance.

Working in the public sector means that the legislation doesn’t offer NUI Galway unrestricted choice in its purchases, which can be challenging

for senior researchers who have come from a private donor funded research background, and it’s the procurement team’s responsibility to guide them through this new environment.

Melia explains, “We protect our staff, to make sure that at the end of the day they understand, they’re operating in a legal environment and follow the right processes.”



▲ **NUI Galway's vibrant research community take on some of the most pressing challenges of our times**

CLEAR CHANNELS OF COMMUNICATION

Of course, something that quickly becomes apparent is the importance of the relationships between the procurers and suppliers. This is no less true for NUI Galway, although the regulations and restrictions in place also present them with new challenges. But while the challenges are new, the solutions remain the same.

"The key is communication, communication, communication," Melia says. "We meet suppliers a

number of times a year and have regular discussions. They need to understand our processes and restrictions and help us work with them on a road to continuous improvement, for example bringing delivery times from ten days down to two days; that only happens when you literally sit down with people and talk through the challenges. Suppliers have embraced the

partnership approach and are very open to these discussions."

With the combination of the dedicated Procurement Team, clear communications and well applied innovation, NUI Galway has become a role model for best practice in academic procurement processes.

"In 2016 we were contacted by the National Procurement & Supply Chain Awards team and we said we'd throw our hat in the ring. We just expected an enjoyable network event, but to our delight we won THE Innovation Award for our custom designed, Procurement Contracts Database System," Melia says. "And that's down to the team, our team." ☺

"WE MEET SUPPLIERS
A NUMBER OF TIMES A
YEAR AND HAVE REGULAR
DISCUSSIONS"



WE CATCH UP WITH MAERSK LINE, WHO HAVE BEEN UNDERGOING SOME EXCITING CHANGES SINCE WE LAST SPOKE TO THEM!

A CHARTER FOR GROWTH



It's been a couple of years since we last talked with Maersk Line, the world's largest container shipping company who have built their reputation on a reliable, flexible and eco-efficient service. During that time it's fair to say they've been pretty busy, with some huge achievements talking place over the last year alone.

Perhaps the most symbolic of these achievements is the berthing of Munich Maersk, a second generation, Triple-E vessel that completed its maiden voyage just last summer. The new ship has a capacity of 20,568 twenty-foot equivalent units (TEU), making it one of the largest container vessels in the world an example of Maersk Line is leading the industry. It boasts 2,000 more TEU than the previous generation of ships, and is seven percent more efficient, despite having similar dimensions.

The new megaship calls at Hamburg as part of the AE5 service of the 2M alliance, connecting European harbours with ports in the Far East. It's an important location for Maersk Line, and the completion of the Munich Maersk's maiden voyage was a great opportunity for Maersk Line to celebrate the relationship of cooperation between the city and the port. The megaship is a perfect emblem of Maersk Line's continued commitment to customers in Germany and around the world in way this is >>



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^ **Container ship Marit Maersk in port of Hamburg**

not only efficient, but reliable and environmentally friendly.

But this was just the beginning, the Munich Maersk was only part of a series of eleven such megaships that will continue to be produced until the end of 2018. These second generation, Triple E-class ships are setting innovative new standards in container shipping while replacing the smaller and less efficient ships that used to run the East-West trade.

CHARTING A NEW COURSE

But Maersk's work isn't limited to their Europe/Far East trade routes. The company has recently expanded into a whole new region of service with the launch of Asian to Latin America/West Coast South Africa services. The new routes, which will reduce transit times and offer great port coverage, provide new direct products for Maersk Line's customers in Colombia, the

“MAERSK’S WORK ISN’T LIMITED TO THEIR EUROPE/FAR EAST TRADE ROUTES. THE COMPANY HAS RECENTLY EXPANDED INTO A WHOLE NEW REGION OF SERVICE WITH THE LAUNCH OF ASIAN TO LATIN AMERICA/WEST COAST SOUTH AFRICA SERVICES”

Caribbean and Pecem, Brazil while maintaining the network reliability Maersk is known for.

The new routes include direct coverage to and from Singapore, Xiamen, Antofagasta, Angamos, Iquique, Cartagena, Manzanillo (Panama) and Pecem, as well as four weekly direct services from China and Korea with full coverage to Mexico, Central America, Caribbean and West Coast of South America, and four direct services from Shanghai, three direct services from Ningbo, Shekou, Hong Kong and Busan.

The new routes, launched at the beginning of April, are already delivering greater value for Maersk Line's customers. This is only part of Maersk's ongoing ambitions, however, for Maersk Line is at the dawn of a bold new partnership. Last December Maersk Line announced that they intend to integrate Maersk Line and Hamburg Süd to provide greater market coverage, direct

services that will appeal to their customers and a global network alongside all the benefits that brings. This new, combined network represents a sum capacity equal to that of both companies combined.

COMBINED STRENGTHS

The final regulatory approval for Maersk Line's acquisition of Hamburg Süd arrived last November, paving the way for a revolutionary partnership. With approval granted, Maersk Line was able to complete its deal with the Oetker Group to acquire the German container line, a deal that had been in the pipeline since December 2016, when Maersk Line first announced their intention to buy the company. The deal would prove to be no small feat, with a regulatory process that required approval across 23 jurisdictions before it received its final approval by the Korea Fair Trade Commission on the 28th of November 2017.

Søren Skou, CEO of A.P. Moller - Maersk said of the deal, “With the final approval of the acquisition we have reached an important milestone in our strategy to become an integrated transport and logistics company delivering sustainable growth. These are truly exciting times and we are looking forward to taking the first steps forward as one company.”

Hamburg Süd is an outstanding brand with high quality products >>

“THE FINAL REGULATORY APPROVAL FOR MAERSK LINE’S ACQUISITION OF HAMBURG SÜD ARRIVED LAST NOVEMBER, PAVING THE WAY FOR A REVOLUTIONARY PARTNERSHIP”



CREDIT: SMARTINLUEKE / SHUTTERSTOCK.COM



**The large container ship
Manchester Maersk leaves the
port of Rotterdam**

and combining its might with that of Maersk Line reinforces the global positions of both companies while giving them the resource to provide even further enhanced services to their customers. Maersk Line is purchasing the company for EUR 3.7 billion on a cash and debt-free basis, financing the acquisition through a syndicated loan facility.

This acquisition is just one step in Maersk Line's overall growth strategy, however. By combining forces, Maersk Line will be able to realise commercial opportunities and massive operation synergies in the region of USD 350-400 million every year from 2019.

With the transfer of ownership complete, Hamburg Süd's Chairman of the Executive Board, Dr. Ottmar Gast has retired to become the new Chairman of the Supervisory Board of Hamburg Süd. He's be joined by Søren Toft, Chief Operating Officer

“THIS ACQUISITION IS JUST ONE STEP IN MAERSK LINE'S OVERALL GROWTH STRATEGY”



A.P. Moller – Maersk while Dr. Arnt Vespermann will be the company's new CEO.

“Becoming part of the world's number one shipping company will create a lot of opportunities,” Vespermann said at the time. “We will strengthen Hamburg Süd in the global playing field and grow our market share together. At the same time, Hamburg Süd will continue serving our customers as a separate brand.”

Together, Maersk Line and Hamburg Süd will be able to offer customers better market coverage

“THE TWO COMPANIES HAVE A COMBINED CONTAINER CAPACITY OF AN IMPRESSIVE 4.15 MILLION TEU, WITH A FLEET THAT REPRESENTS 19.3 PERCENT OF THE GLOBAL FLEET CAPACITY SHARE”

combined with attractive direct services and the benefits of a global combined network, fuelling cost synergies by integrating and optimising both networks while standardising procurement.

The two companies have a combined container capacity

of an impressive 4.15 million TEU, with a fleet that represents 19.3 percent of the global fleet capacity share. The Maersk Line fleet will be joined by 105 Hamburg Süd vessels bringing their total fleet to 773 owned and chartered vessels. ☺



SOME OF THE MOST SCENIC ISLANDS IN THE WORLD ALSO MAKE FOR A UNIQUE AND CHALLENGING TELECOMS MARKET.

SMALL YET MAKES THE **DIFFERENCE**

Airtel Seychelles is a subsidiary of the giant Indian telecom company, the Bharti Airtel Group. They form Airtel Seychelles as their first joint venture outside of India, a bridge that would create opportunities for further growth and expansion.

A LEADING INNOVATIVE COMPANY IN A CHALLENGING MARKET

Entering a foreign market is always a challenge, especially one as competitive and tightly fought as the telecommunications industry, but Airtel entered the market knowing it had a leading edge.

“We are leading in innovation in this market,” Amadou Dina says simply. “Since 1998, we have been the first to provide mobile prepaid services, the first to launch a 3G and 4G networks and the first to launch the mobile commerce in Seychelles. For that, Airtel has been awarded as the best innovative company by the Seychelles Chamber of Commerce and Industries twice in 2012 and 2015.”

With telecoms being one of Seychelles’ biggest growth sectors and a substantial GDP

contributor, Airtel worked hard to improve customer experience and proudly invests 100 million rupees back into the development of the business in the country every year. This investment has allowed us to launch innovative products and services such as Airtel Money, 4G and Airtel Premier and to rollout fiber optic across the main island. This is so that wherever our customers go, they will receive the same high quality service and connectivity levels.

Amadou Dina added “In Seychelles, customer’s expectations are a bit higher in terms of technology and quality of service. Therefore, we have to put all the efforts to meet the standard. On the other side, since Seychelles is an island, the logistic costs remain high and it sometimes affects the profitability of certain projects.”

A LEARNING NETWORK

Of course, to stay ahead on the technological front you need to have a wide skills base to draw from, and the Seychelles faces a serious skills gap when it comes to >>

<<

**Aerial view
of Seychelles**

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Amadou Dina
»

“TODAY TECHNOLOGY IS BECOMING A RAW MATERIAL, SO GETTING PEOPLE WHO HAVE TECHNOLOGY SKILLS IS A REALLY BIG CONCERN”

Airtel renovates home of a helpless lady
»

technology. Fortunately, Airtel has a deep talent pool to draw from, for both staff and training.

“Today technology is becoming a raw material, so getting people who have technology skills is a really big concern,” Dina says. In order to develop our local talent, various programmes have been put in place. These programmes aim at developing and fast-tracking local talents to prepare them to take the lead of the company in the near future.

“We are a global company and we have that capacity to move people from one company to

another to get exposure,” Dina says. “So, we leveraged that ability. We took people from the Seychelles and sent them to countries where they can get exposure and training and come back a different person. I can tell you over the past few years we’ve sent a huge number of people on this path. We invest in our training, sending people abroad

or bringing the training here on the ground.”

GIVING BACK

It has to be said, the Seychelles have been good to Airtel, and talking to Dina it becomes very clear that he is passionate about returning the favour.

“I want to talk about corporate social responsibility, something

“WE ARE A GLOBAL COMPANY AND WE HAVE THAT CAPACITY TO MOVE PEOPLE FROM ONE COMPANY TO ANOTHER TO GET EXPOSURE”



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^ **Airtel signs MoU to provide MiFi devices to DSRU**

“WE HAVE TO GIVE BACK TO THE COMMUNITY. THEY PUT US WHERE WE ARE RIGHT NOW. WE KEEP GROWING BECAUSE PEOPLE TRUST AND SUPPORT US”

I personally believe in,” he says. “We have to give back to the community. They put us where we are right now. We keep growing because people trust and support us. For 20 years we’ve been supporting various activities such as providing free internet to government schools, colleges and university, professional training centres. We are providing for disabled schools whatever facilities they need alongside help for health centres.”

These CSR programmes go beyond supplying free internet or donating to health centres however. The company has also been launching and running sports events for the local communities, and that’s just the very beginning.

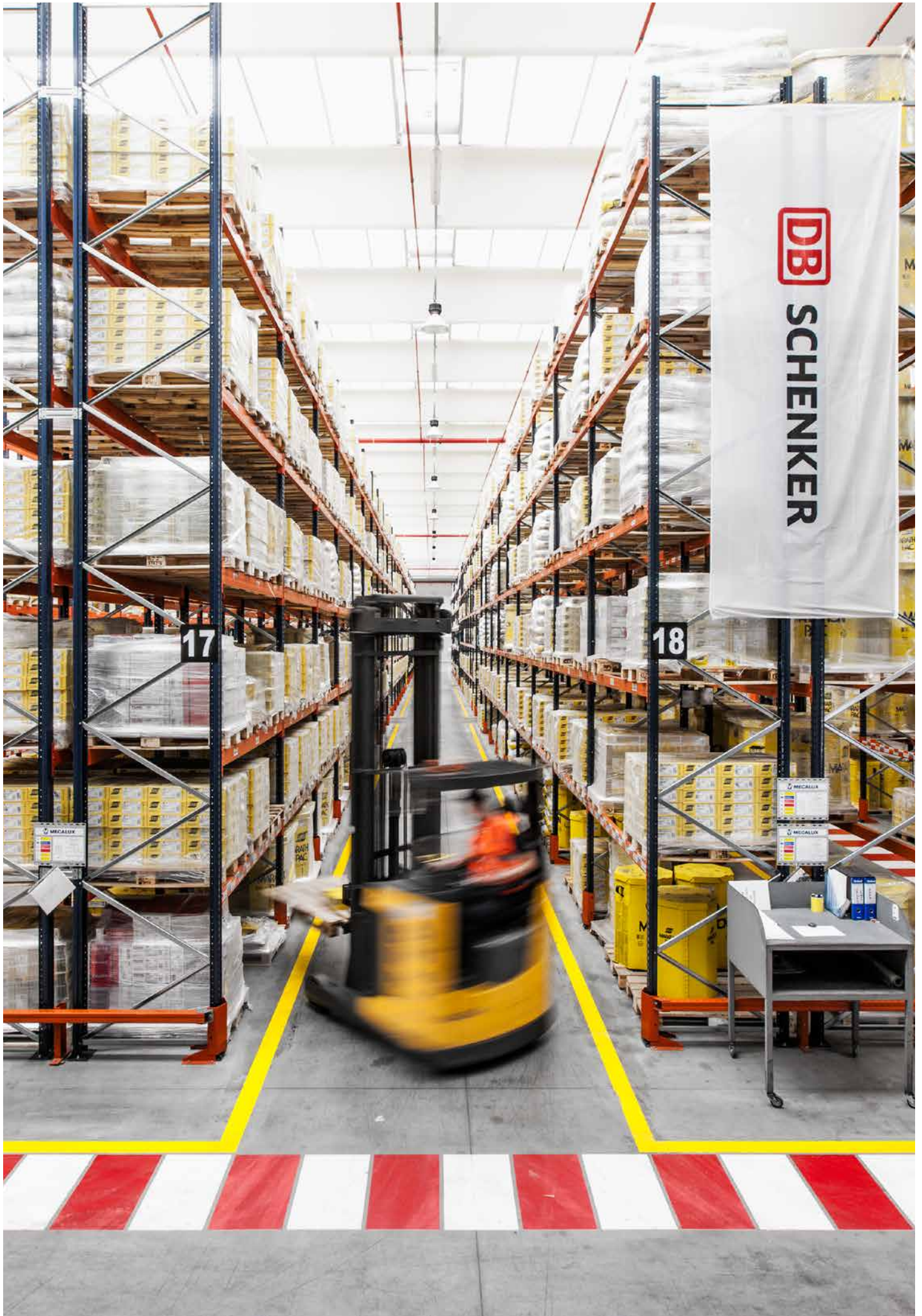
“We’ve now had almost 15 years organising the Airtel Seychelles Football Cup,” Amadou Dina says proudly. “From this sport we’re

organising one of the biggest event of the year, promoting young talents in football. It’s an annual event we all look forward to. In addition, we have also the annual Airtel Music Awards to recognize the effort of the local artists.”

For the 20th years anniversary of Airtel in Seychelles, the theme “Touching lives” has been chosen especially to emphasize our vision to make changes happen in the social environment in Seychelles. Therefore, we have decided to help an unfortunate old and disable mother to rebuild completely her home place. Also, we have donated various items to the elderly centres. Again, our effort to give back to the society has been recognized by the Seychelles Chamber of Commerce and Industries by awarding Airtel Seychelles as the “Most Corporate Social Responsibility” of the year in 2017. ☺

“FOR THE 20TH YEARS ANNIVERSARY OF AIRTEL IN SEYCHELLES, THE THEME ‘TOUCHING LIVES’ HAS BEEN CHOSEN ESPECIALLY TO EMPHASIZE OUR VISION TO MAKE CHANGES HAPPEN IN THE SOCIAL ENVIRONMENT IN SEYCHELLES”





DB SCHENKER HAS BEEN IN THE LOGISTICS BUSINESS FOR 140 YEARS AND HAS A NETWORK OF LOGISTICS INFRASTRUCTURE THAT SPANS THE GLOBE. OVER THE PAST DECADE, THE COMPANY HAS BUILT A STRONG FOUNDATION IN THE MIDDLE EAST AND AFRICA, AND THERE IS EVEN MORE EXCITING WORK TO COME.

DELIVERING THE FUTURE

DB Schenker is one of the three largest logistics service providers in the world, with EUR 16 billion in turnover and more than 72,000 employees operating across six continents. The company is a wholly-owned subsidiary of the German rail company Deutsche Bahn.

As part of our global initiative 'PRIMUS', we want to strengthen our market position in a lasting way by generating profitable growth and developing our portfolio towards global growth markets," says Ako Djaf, the Vice President of Contract Logistics/Supply Chain Management and Distribution for Region Middle East and Africa.

One of the key pillars supporting DB Schenker's global strategy of generating profitable growth is a focus on the most important geographical markets of the future. The Middle East and Africa (MEA) is one of those markets. Since establishing a regional head office there in 2006, DB Schenker has significantly increased its footprint across the region – despite a difficult economic climate and a highly competitive market. Today the company has country organisations in more than ten countries and operates with partners in more than 30.

In contract logistics and land transport – Ako Djaf's remit in MEA

– DB Schenker has developed over 200,000 square metres of space with over 1,000 team members at 22 sites across the region in just the last five years.

DB Schenker is an international company with a product portfolio that is diverse in the truest sense of the word, and it serves many international customers. "If you walk through any DB Schenker site around the globe, you'll see customer names repeated in many locations. We follow our global customers wherever their business goes around the world," Djaf says.

"MEA is one of the emerging markets that most of our customers target," he adds. "Our customers are mainly best in class in their industries, and they expect DB Schenker to follow and provide them the same best-in-class solutions and services they know from us in other locations. We understand this and have structured our network to support this approach, which has made us successful over the past five years of our short

contract logistics history in MEA. This includes developing sophisticated logistics centres for world-leading customers in automotive production, fashion, and consumer goods, specifically beauty care, furniture and kitchen appliances. Working with the same customer in multiple locations and/or regions makes it easier to implement strategic projects and complex technologies. When we develop a solution for a customer in one location, the effort of duplicating that solution in other sites and/or regions becomes comparatively lower – not only for DB Schenker but, more importantly, for our customers. After all, they want to be able to focus their resources and efforts on their core business."

Those who have experience in developing logistics in the Middle East and Africa understand how extraordinary such achievements are and what incredible effort they require, says Djaf. Particularly in contract logistics, he explains, companies are faced not only with intense competition, but also with very challenging conditions and limitations in most of the countries, which make it difficult to develop the kinds of business >>



Client satisfaction is the cornerstone of DCM International

DB Schenker have entrusted the design and project management of their regional headquarters and main distribution centre to the highly experienced, innovative Architects and Project managers from DCM International Consultants. Like many other international organisations, DB Schenker recognised the benefit of top quality cutting edge design, combined with efficient and cost-effective project planning, that works and delivers continual operational benefits long into the future.

The Dubai branch of DCM International was established in 2005. From the initial inception, we have specialised in providing a complete design and project management service for our international clients. Some of the top, prestigious companies to date that have benefited from our experience and knowledge are; Emerson, Weatherford, Tetra Pak, Zodiac, Johnson & Johnson, PepsiCo, GMG Group, INL, NTDE, Wriggly and now DB Schenker.

Following on from the design & project management of their corporate regional headquarters in 2009, Emerson, a major US multinational company with an annual turnover in excess of, \$25billion, ignored their strict three tender policy and appointed DCM International on a 'single tender action' to design two of their new developments in JAFZA South.: the office and manufacturing plant for their Fisher division and also the office and central logistics hub for their Climate technology division. Both projects, were delivered on time and within budget by DCM International. They are regarded in the region as some of the finest building within the Free Zone and Emerson's corporate portfolio.

We are very honoured and fortunate to be able to state that, direct appointment and repeat business is a common theme with the majority of our clients. Weatherford, the Anglo-American oil services major, appointed DCM International to design & project manage their regional headquarters building in Dubai. Following that, we were then asked/appointed to design and project manage their state-of-the-art manufacturing facility in Abu Dhabi, which when operational set company world-wide production records. We also designed and project managed their training technology centre also in Abu Dhabi, which allowed hands-on training sessions to be broadcast live all over the world and would be held as a blueprint for a rollout programme in other regions. The largest and most challenging project undertaken for Weatherford by DCM International was undoubtedly Weatherford City, located within the oil fields of Basra in Southern Iraq. DCM International designed, procured and project managed every aspect of this project for Weatherford down to the bedlinen & kitchen equipment. The project incorporated various shared services facilities, which significantly increased Weatherford's operational efficiency and reduced separation within the business units. This project encompassed 38,000m² of workshops / manufacturing facility, pressure test zones, calibration testing, pipe reclamations, 10,000m² of office facilities and accommodation for 1,250 personnel, 8 megawatt of power generation, water desalination, all within a high security compound, which we also designed and project managed. The key challenges on this project was to design, procure and ship 500+ containers of materials to the site. We then had to erect the buildings with below average contractors and still deliver a quality product to our client within a two-year period. The cost of this base was approximately one half of similar facilities within the region and is widely regarded by all oil majors as the best in the region.

DCM International, have also completed several logistics projects for local companies. An example of this is the; 45,000m², 20m to eaves, mega distribution centre, for Trilogi, the logistics arm of the Gulf Marketing Group and the main distributor for Nike in the region. This project encompasses large clear spans of 38m and a seven-level multitier racking system, with automated material handling at each level. This project was procured in six separate work packages at a cost saving of 20% below market rates. On this project DCM International designed, project managed and integrated the interface of all packages. The project is planned to be complete in the first week of September, 2018, ten-months from commencement and is currently three weeks ahead of programme.

We have also designed and project managed several projects, for National Trading & Development Establishment (NTDE). The largest of these is the fully automated cold-store facility for their joint venture 3PL company INL, which incorporates 45,000 cold store pallet positions, serviced by stacker cranes and automated conveyor system together with 38,000 pallets in ambient storage. This project was the first automated logistics facility in the region for a private company.

Cutting edge designs, that challenge operational effectiveness and efficiency coupled with strong, ethical, professional project management skills is the key to our success.

DCM International's goal is clear. We provide our clients with a complete one stop solution for their property needs. We proactively manage the risks associated with design and construction to ensure our clients obtain the best possible result from their property investment.

Ako Djaf, the Vice President of Contract Logistics/Supply Chain Management and Distribution for Region Middle East and Africa

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needed to meet customer requirements. Such challenges include limitations on options for hiring expats, rules preventing foreign investors from operating land transport businesses, and high barriers to obtaining the required warehousing licenses.

“Our strategy for growth is clearly defined and very simple,” says Djaf. “We need to be perceived as easy to do business with, and we need to offer the highest reliability in terms of delivering on the agreed quality standards in the markets in which we operate. By applying this strategy, we can improve our chances of being recommended by our customers to others. In addition, we’ve differentiated



“WE NEED TO BE PERCEIVED AS EASY TO DO BUSINESS WITH, AND WE NEED TO OFFER THE HIGHEST RELIABILITY IN TERMS OF DELIVERING ON THE AGREED QUALITY STANDARDS IN THE MARKETS IN WHICH WE OPERATE”

ourselves by offering strong and flexible IT solutions based on SAP. These solutions are provided by a core team of developers located in Dubai, and they enable us to configure sophisticated functions for warehouse management systems on the spot.

“All of this is made possible by our key asset: highly qualified and dedicated employees. We have made a commitment and have established the right environment to attract, retain and develop employees so they can thrive at all levels. We deliver better results because we have a diverse

workforce. Leadership excellence on all levels is a key aspect at our company.”

A CHANGING WORLD

“Today, digital technologies are having a critical impact on the quest for efficiency,” Djaf says. “Automation solutions that were once considered too complex and expensive are fast becoming mainstream as businesses turn to technology to help them better manage operations and improve the customer experience. This means major opportunities for our industry, but it will also bring

serious challenges if we can’t keep up with the developments. This is why DB Schenker dedicates large amounts of time, attention and resources to using these developments to our advantage.” Ultimately, Djaf says, “the customer calls the shots. With the rapid rise of technology like e-commerce, customers expect a transaction process that is fast, smooth and efficient.”

Warehouse and distribution centre businesses are complex. Given their critical role in the supply chain, they are under constant pressure to innovate and raise efficiency. “Our industry faces pressure to grow business and at the same time take steps to improve customer service and reduce costs,” Djaf says.

Processing higher volumes with the same or fewer resources, preventing operational bottlenecks and tightly managing inventory are core performance >>

metrics to ensure lasting growth in contract logistics. By redesigning processes and deploying effective technology solutions, businesses can find ways to cut costs and support top-line growth, while also improving customer service.

To keep up with the constant shifts in cutting-edge technology, DB Schenker has established several dedicated tech teams which, for many years now, have been working hand-in-hand with leading academic organisations, partners and customers who are the best in their industries. The goal, says Djaf, is to find new innovative solutions that advance DB Schenker's service in terms of speed, quality and reliability. These kinds of partnerships allow DB Schenker to dramatically improve the way it conducts logistics around the world.

"Eye glasses that identify barcodes, 3D printing, and robots that move goods within facilities to where they need



“TOGETHER WITH OUR PARTNERS, WE HAVE DEVELOPED MANY TECHNOLOGIES THAT WE BELIEVE ARE GROUND-BREAKING FOR THE INDUSTRY”

to go are only few of the many tech projects we have running,” Djaf tells us. “Some of them are already operational; others are in development and testing at DB Schenker sites as we speak. Also, there are technologies like smart scanning gloves that can be used for picking. While traditional ring scanners are unergonomic and difficult to use, the 'ProGlove' makes the picking process faster and easier. Workers can use both hands instead of constantly having to stop and pick up a scanner. We believe the ProGlove can increase productivity by up to 30%.

“Together with our partners, we have developed many technologies that we believe are

ground-breaking for the industry. Our key focus when applying these new technologies is on how they fit into different contexts of our business and how they could ultimately add value to our customers' supply chains.”

INVESTMENT IN THE FUTURE

DB Schenker has a proud history and a vast network of infrastructure to draw on, but its perspective is entirely forward thinking, says Djaf.

Looking to the future, the company has set itself ambitious targets, with plans to continuously improve business profitability and grow at rates considerably above the market average. “We're a very growth-

oriented company,” Djaf says. “Our target for the coming years is to grow the business by at least one billion euros annually. As for Region Middle East and Africa, our regional targets for contract logistics in the coming five years are similar: we want to be ten times bigger than today in Dubai and three times bigger in Egypt and Saudi Arabia, and we want to double our footprint in South Africa.”

In 2016, DB Schenker made its first regional investment in its own facility in Dubai South. Following a successful launch of business at the facility, the regional board decided to start a second phase, which will be the largest investment in the history of DB Schenker MEA. This decision to invest underscores DB Schenker's confidence in the market and reflects the high potential of the region.



⤴ **DB Schenker state of the art
Dubai facility**

“We have just started construction for the second phase, which includes a mega distribution centre in Dubai South Logistics District. It will also be our regional head office,” Djaf tells us. “It’s a state-of-the-art facility with up to 75,000 Pallet locations temperature-controlled and ambient storage capacity, plus 4,000 square metres of mezzanine space dedicated for value added operations. It was important to us that the facility be sustainable, and it will be powered exclusively by solar panels, which will generate the energy needed for operations and the head office.” Both the 2016 facility and the new one are in direct proximity to Al Maktoum Airport, which will be the largest airport in the world once completed, and to Jebel Ali Sea Port, the largest sea port in the region and one of the largest globally.

Partnering with companies that will play a dominant role in the future – such as Dubai South in the UAE or Cairo-based El Sewedy, DB Schenker’s distribution centre development partner in Egypt – will be a critical success factor for DB Schenker’s growth in MEA. As such, it is a key area of focus for regional management.

“In order to achieve our ambitious goal, we will need to unleash our full potential,” Djaf says. “In contract logistics we’re working globally to develop our structures and service portfolio, including how our services are equipped. Technological development is moving at breakneck speed, and we are working to ensure that everyone in our company can keep up.”

DB Schenker is focusing on adding value to its services, he says – that is, on offering core services and also providing

additional tools which the company has developed over decades in business. “These are tools that cannot be applied easily by organisations that don’t have our level of expertise, capability and experience,” says Djaf.

The contract logistics division at DB Schenker has been a success story of consistent growth. Its customers are world class, its partnerships developed in a detailed, thorough process. Its business is standardised and disciplined through global SOPs, the Contract Logistics Deliver Method (“CLDM”) and the “Go for Performance” programme, which has a total of six modules. DB Schenker uses all these components to structure and organise how it partners with its customers, ultimately providing them with top-class, tailored logistics services that sustain a healthy commercial balance and foster solutions that cover a wide range of logistics components. Deploying operational excellence everywhere,” says Djaf, is “part of our DNA.”

After 140 years, DB Schenker is still on the cutting edge. ☺

**“IN ORDER TO ACHIEVE OUR
AMBITIOUS GOAL, WE WILL
NEED TO UNLEASH OUR
FULL POTENTIAL”**



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