

CABLETALK

The corporate news magazine of Ducab

Issue 59

www.ducab.com

Success Quotient



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EDITORIAL



I wish you all a Happy New Year, and hope you had a very good start to 2011.

It has indeed been a very eventful year at Ducab in 2010. From celebrating our 31st anniversary to making tremendous progress on our High Voltage facility, we have set new milestones in the industry.

This year, we are upping the momentum, and continuing on the robust growth initiatives that are already going ahead in full steam. This edition of *CableTalk* gives you an overview of not only the activities in the last quarter of 2010 but also provides a roadmap of our strategy, moving forward.

Among these, expansion into new markets figures high, as *CableTalk* gives you insights into our expansion to South Africa, where we are establishing solid partnerships that will power our way through the African continent.

For all of us at Ducab and for our visitors, the progress of the HV facility is indeed a matter of pride. Today, next to our headquarters in Jebel Ali, we have the HV Tower, ascending high at 148 metres – the highest industrial tower in the region. With the commencement of operations of the HV facility, we will create a new niche in the market, which is aligned to the needs of our customers.

Customers, in fact, form the focus of this edition of *CableTalk*. Our cover story 'Success Quotient' is defined by the views of Ducab as shared by two of our partners, who give us candid insights on our strengths as well as the areas we have to address. This productive feedback, and our

commitment to take required action, has been a pillar of our continued growth in the past three decades.

In a key market outreach initiative, Ducab has embraced Online Media, as highlighted by the success of our online ad campaign. We believe that the most powerful marketing is one that engages our stakeholders – and we are accomplishing that through our various media initiatives.

We will continue to participate in key international, regional and country exhibitions – examples of our association with leading events are profiled in this edition. Our participation in the exhibitions not only provide us with crucial industry insights, it also enables us to be available for our customers, and understand their aspirations.

CableTalk, in this edition, also gives you industry insights – especially about the OGP sector – a growth area, where Ducab has taken concerted efforts to foster our partnerships. Uncompromising quality and the highest service standards are imperative for the OGP sector, and our processes and products are aligned to meet them.

This edition also has the regular features – celebrations, milestones, our various community initiatives as well as news and views on the industry at large. They underscore how Ducab, over the years, has evolved as a partner in building the infrastructure of all the communities we serve in, while also offering opportunities for growth for all our stakeholders – from employees to our partners.

I wish you all success and look forward to stronger partnerships and interaction in the coming months.

Ashish Chaturvedy
Marketing Manager



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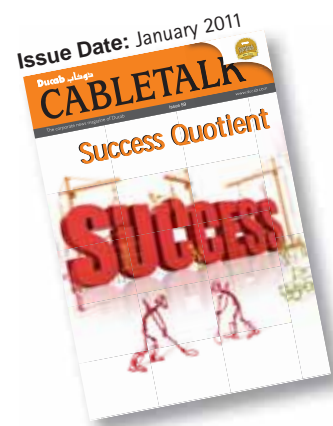
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We thank each one for their contributions towards making CABLETALK a success.

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Strengthening partnerships

I hope that you and your families have had a productive start to the New Year.

Like all new beginnings, 2011 comes with a renewed hope and optimism. The dark clouds of the global financial slowdown are beginning to lift, and the concerted efforts to boost market confidence are yielding tangible results here in the UAE.

For us at Ducab, the mandate for 2011 is clear: We will continue to look for profitable growth as we did in 2010; broadening our product range, entering new markets and strengthening our existing partnerships.

We will focus on a broader expansion through the GCC and the Middle East region, aiming to enhance our share of volume, especially in markets like Saudi Arabia, Qatar and the UAE, where the ambitious infrastructure development projects continue to drive cable demand.

But the cable market, like many others in the region, is becoming increasingly complex and competitive. As well as the increase in local capacity there are new players from the region and from abroad all fighting for a share of the business. It has consequently become more difficult to generate the margins needed to support the business in the long term.

Faced with the changing market dynamics, Ducab must continually look to improve competitive position and central to this is the drive to strengthen our relationships with customers. As the cover story explains, our customers are already appreciative of our approach to quality and service. But whilst it is heartening to receive such compliments, we must listen to the suggestions that our customers have made – and act on them. Responding quickly and decisively to the needs of our customers is what must differentiate Ducab from the competition.

One suggestion already received from our customers is to expand the product range and Ducab HV is part of our response. We have recently set a new benchmark with the topping out of the HV Tower at the facility in Jebel Ali, which is described as the tallest industrial tower in the region. We look forward to the on-schedule completion of the factory, and the next phase of this exciting project.

We will also continue to broaden our geographic reach in 2011 and replicating our success in the GCC across our wider international markets will be the benchmark we set for ourselves this year.

And to achieve this, we must remain focused on the twin Ducab pillars of quality and service.

I wish you all a prosperous 2011.



Andrew Shaw
Managing Director



Andrew Shaw

Ducab flag flies high in South Africa



Ducab South Africa and its partner in South Africa ADC Energy supported and participated in the 62nd AMEU (Municipalities and Utilities) Convention held between the 27th and 29th September 2010 in Stellenbosch in Cape Province. The theme of the Convention was "Municipal Distribution in a Challenging Environment".

Ducab South Africa officials leveraged the event to reinforce its presence in the region and to network with administrators of local municipalities and utility providers.

The company along with ADC Energy also sponsored the putting green for a golf tournament held on the sidelines of the convention.

Ducab's participation was well-received, and highlights the leading role the company has achieved in global markets too.

Reaching out to the Rainbow Nation

Strong presence at the Electra Mining Africa 2010 exhibition

Ducab's supercharged exports team has consolidated its South Africa operations, currently finalizing several orders, and establishing its credentials in one of the fastest growing markets.

Highlighting its presence and operations in the country, Ducab participated in Electra Mining Africa 2010, that was held from October 4th to 8th at the MTN Expo Centre, NASREC, Gauteng.

Since its inception over 40 years ago, Electra Mining Africa has established itself as the second largest mining show in the world, and is recognized as a gateway into Africa for local and global investors.

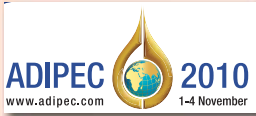
Several thousand visitors from around the world attended the event, which served as a perfect platform for Ducab to highlight its strengths to potential customers not only from South Africa but across the Continent.

Ducab's products are approved by SABS and SON, South Africa's certifying authorities, which was reiterated through the company's participation in the exhibition.

Furthermore, the company showcased its wide range of copper and energy cables as well as Ducab Connect accessories. More than 300 key industry players visited Ducab's stand, who complimented the company on the quality of the cables.



Stealing the limelight on cables at ADIPEC 2010



Ducab put the spotlight on cables and Ducab Connect cable accessories for the oil & gas producers sector at ADIPEC 2010, the premier industry exhibition held from November 1 to 4 at ADNEC, Abu Dhabi.

The objective of Ducab's participation was to highlight its diverse product portfolio as well as strengthen industry networking with existing and potential clients. Bringing together over 38,000 oil and gas executives and recording over US\$3.2 billion worth of deals, ADIPEC 2010 was one of the most successful editions of the exhibition.

"Our presence at the show offered us a great platform to interact with customers and enhance our brand presence in addition to assuring tangible benefits through potential industry partnership deals," said Andrew Shaw, Managing Director of Ducab.

Moreover, Ducab's delegates, Colin McKay, Laith Madi and Saleh Bin Jaafar attended the exclusive pre-event

ADIPEC CEO Summit. Ducab hosted over 250 industry visitors at the company's unique stands and displayed on the concourse; Visitors included key customers such as ADNOC, ADCO, Bourouge, Technip, CCC, and partners from Rezayat, Electromec, Marjan, JBK, and BICC MET, among others.

Senior management team from many international clients including China Petroleum, (CPECC) a first time EPC contractor to Abu Dhabi, visited Ducab stand and had serious discussions. Siemens Oil & Gas also held discussions for the supply of CPECC instrumentation cables.

This closely follows Ducab's AED110 million order – the single biggest order for instrumentation cables received by the company so far – to supply all types of cables (LV, MV, instrumentation) for the Habshan project.

In addition to customer interest in Ducab cables, Ducab Connect accessories were well received, especially the hazardous area cable cleats and fixings, and earthing & lighting products.



Sharing best practices at Cable Tech 2010 in India

Ducab participated at Cable Tech 2010 conference, held at the prestigious Central Power Research Institute (CPRI), Bangalore, India, to share best practices and put the spotlight on the capabilities of the company.

Rohini Bhattacharyya, Technical Manager, Ducab presented a paper on 'Design of MV and EHV Cables' at the conference held on November 25 and 26, 2010.

CPRI functions as a National Centre for applied research in electrical power

engineering and as an independent authority for testing and certification of power equipment.

The Cable Tech conference organized by CPRI was aimed at providing a common platform for manufacturers, professionals and the utility engineers to discuss the emerging trends in wire, cable and accessories technology.

The conference discussed various aspects of cable manufacturing including aspects of the optimum design to reduce the size of the cable, the use

of new materials, processing techniques and quality assurance, among others.



Ducab participates in first Siemens Cable Summit

One of Ducab's key clients, Siemens - Germany, invited the Ducab team for its first Cable Summit, titled 'Concentrating on the Best' held from October 4 to 8 in Erlangen, Germany.

The invitation was extended to Ducab in its capacity as one of the key cable suppliers of Siemens. The aim was to network with over 90 of the most experienced Siemens procurement managers from over 35 countries and to strengthen business relationships.

All Siemens staff members involved in the cable business – including project managers, engineers and R&D professionals – based in Erlangen attended the conference. Ms. Barbara Kux, member of Siemens Management Board, welcomed the delegates.

Ducab also set up a booth on-site displaying its products, videos and catalogues, thus familiarizing the company's products with the Siemens staff from around the world.



Silver shine for Ducab team

Ducab participates in DQG "World Quality Day" Symposium

Continuous improvement is an ongoing effort to improve products, services or processes. And this is what Ducab strives for on a regular basis at various levels in the organisation.

Ducab participated in the Dubai Quality Group's (DQG) World Quality Day Symposium, which was held on November 11, 2010 and Ducab team impressed audiences and judges at the symposium by winning the Silver award.

Continual Improvement Symposium coincided with the celebrations of "World Quality Day". In cooperation with several governmental and private organisations, DQG held a series of events to celebrate the day in the UAE in order to enhance the concept of quality in all organisations operating in the UAE.

A large number of organisations participated in the competition. Companies were to submit actual case studies to prove the success of

their experience in the process of continual improvement. The symposium featured competitions related to projects that leveraged Six Sigma and other quality philosophies and methodologies like Kaizen, Re-engineering and Innovation in products and services, etc.



Competing against several regional companies including DP World, Mashreq Bank, Kanoo Travel and NMC Group, among others, Ducab's team led by Mathusuthana Kumaran (Material Technologist) presented the project titled 'Output increase of PVC Compounding Plant in the Breakthrough Process Improvement Category'.

Mathusuthana was assisted in the submissions by Atiq AlJanahi, Junaid Siddiqi, Jatin Arora, Ifthar Khan, Fabio George, Wineyya Abdullah and Ranjith Balachandran.

DQG aspires to enhance and expand its activities in all events to reach the largest possible number of clients in order to encourage them to adopt standards of quality and organisational excellence and replace traditional business and management practices with modern and effective ones to save time, money and efforts.

Congratulations team! Way to go!

A sustainable approach to Clean Production

Participates in Greenomics 2010 organised by LG, supported by Ministry of Environment & Water



As a responsible corporate entity, Ducab has always emphasized on Quality Health, Safety and Environment. We are committed to upholding the highest standards in these areas across all aspects of our operations.

Underscoring our commitment to world-class standards, Ducab's Quality, Environmental, Health and Safety Management systems are certified to ISO 9001, ISO 14001

and OHSAS 18001 standards respectively since 90s.

Clean production at Ducab means an integrated approach covering full life cycle of our operations and products. We believe in total cost concept rather than initial purchase or deployment cost.

Clean production is not just about managing land, air and water emissions. It is getting away from the end-of-line approach. It also calls for an integrated business process approach that integrates the conservation of raw materials and energy; waste minimization and prevention practices; elimination of toxic inputs and reduction of toxic outputs.

All these will ultimately favor manufacturers who are implementing the best practices and taking into consideration a long term perspective in their decision making processes.

This philosophy is reflected while we select energy efficient processing machineries and high quality raw materials with lesser environmental impact. In turn, it helps us in the waste minimization and prevention practices that are followed in our manufacturing process.

By adopting waste minimization and clean production initiatives, we have reduced our total scrap to incredibly lower levels when benchmarked in the cable industry. By choosing energy efficient and highly productive systems, we are saving precious environmental resources.

Ducab has introduced a number of environmentally products and packaging in this region such as lead free PVC, Low smoke and Fume cables, and Reel less building wire packaging, among others, to promote sustainable production.

Ducab sets and implements annual objectives and targets to reduce the environmental impact. Closed loop water cooling system; treated water from STP for irrigation; no-leakage campaign for air, water, oil and gas; waterless urinals, energy-efficient lighting and HV AC systems are a few examples which Ducab has undertaken recently.

Our early adaptations and pursuit of international concepts such as 5S (Japanese methodology to improve work environment) has helped us in creating a culture that cares about the environment. This cultural base line is the single most important building block for sustaining the clean initiative and taking it further.

We reckon that the main challenge for promoting clean production rests with cultural adaptations, both internal and external. The concept will take time to fully take off and support is needed from society and customers to appreciate the long term added value in the products of manufacturers who follow clean production practices.

To this end, Ducab remains committed to support initiatives such as Greenomics 2010 organised by LG which helps in this cultural shift towards clean and sustainable production.

Knowledge sharing session in Egypt

Ducab took part in Maillefer Egypt; a key industry event which brings together cable manufacturers in the region and address new practices that improve quality and performance; represented by Abdullah El Doukhei (Plant Manager,

MV & JA Yard Operations) and Kishor Kulkarni (Process Engineer, MV JA) at the event; held on November 2 and 3 at Hotel Intercontinental Cairo.

The seminar has highlighted new developments in the field of cable manufacturing by Maillefer with several experienced professionals sharing their expertise in the sector. They also presented solutions to specific problems raised by the attendees regarding cable manufacturing. A lot of topics were included that also covered lean manufacturing, extrusion losses, organizing and sourcing maintenance, and EHV material handling, among other.



The seminar concluded the event by the observation that while many companies measure and analyze their processes and gather data; they seldom act upon the findings. The event urged the participants to work towards leveraging their knowledge and engineering abilities.



Exploring the power of the Web

Ducab launched a focused on-line campaign marking an extensive marketing outreach across the entire Middle East region and beyond. As per the saying if nobody sees you, you do not exist; the objective of the campaign



was to enhance the presence of Ducab on the on-line platform and interact with key clients in the construction, utilities and OGP sectors. The campaign was also aimed at driving the use of online resources, and optimizing the utilization of marketing resources.

Ducab's strategy was to use banner advertisements on key on-line platforms over a six-week period. The most popular business websites in the GCC



and wider Middle East were selected for the campaign. These included: Ameinfo, Arabian Business, MEED, Zawya, Maktoob, Construction Week, MEP Middle East, Arabian Oil & Gas, Trade Arabia, Al Ittihad, Al Arabiya and Abu Dhabi Chamber of Commerce.

Ramadan Spiritual Nights

Best opportunity in the year the month of peace and harmony achievement and long term co-operative relationships.

Ramadan was an occasion for reflection and reunion at Ducab. "The Holy Month gave us a great opportunity to further strengthen our long term business relationships as we organized the Ducab Suhoor Networking event for select UAE customers across all business segments." said Shailendra Pratap Singh

The event, held at different venues in three emirates – Ras Al Khaimah, Abu Dhabi and Dubai was attended

by a large number of senior officials representing leading consultants, contractors and utility companies such as Al Naboodah Contracting Company, ADNOC, ETA, Siemens, Punj Lloyd, Keppel Seghers and many more along with our distributors and Ducab Sales and Marketing team.

Ducab's Managing Director Andrew Shaw took this opportunity to thank everyone including key suppliers who have contributed to the company's success over the past years and emphasized that the growth that Ducab has achieved is due to the support of all their partners and customers and



the Suhoor event was an opportunity to honor them. The event turned out to be a useful networking forum with Ducab Senior Management as well as Sales and Marketing team interacting with the guests, shoring up ties and building relationships with key partners.



Ducab hosts 16th Contirod Users Conference

Ducab proudly hosted the 16th Contirod Users Group Meeting in association with SMS Meer and Hezellet, which unified copper rod manufacturers that use Contirod technology.

Over 56 participants, representing 23 companies from 18 countries, attended the event held in Crowne Plaza Yas Island, Abu Dhabi in November 2010.

This event is hosted once in two years and only by a Contirod user; this year's event discussed the latest improvements

in the manufacturing plants of the various participants.

Andrew Shaw, Managing Director, Ducab, welcomed the gathering, and presented an overview of the company's achievements.

Moreover, presentation on 'Continuous Improvement in CRP', which highlighted the operations excellence, Six Sigma and Kaizen initiatives at the Ducab copper rod plant was also made. In all,

18 technical papers were presented at the meeting.

The delegates also visited Ducab's M1 facility (Musaffah – Abu Dhabi) to view the cable factory and copper rod factory, which was followed by a lunch at Fairmont Hotel Bab Al Bahar, Abu Dhabi.

This event was organised and managed by the Ducab Team comprising of Jatin, Samih, Shaima, Budoor, Dalia, Cheril and the CRP Manufacturing Team.



Saluting excellence in MEP sector



Ducab was the headline sponsor of the MEP Middle East Awards 2010, which brought together the leading names in the region's mechanical, electrical and plumbing industry.

As Gold Sponsor of the two earlier editions and Platinum Sponsor for 2010, Ducab's support highlighted the company's commitment to honour excellence in the crucial sector.

Ducab is the only cable manufacturing company on this important industry platform that felicitates MEP consulting and contracting firms operating across the GCC region.



At the glittering award ceremony held at The Westin Hotel, Dubai, Ducab's sales and marketing team networked with key and prospective clients including Ali Moosa & Sons, Wade Adams, Dutco Balfour and many other leading Middle East MEP contractors and consultants.

Ducab sponsored the Middle East MEP Contractor of the Year and Middle East Specialist Consultancy of the Year Awards, which were presented by Andrew Shaw, Managing Director, to Voltas and CKR Consultancy, respectively.

Working towards a clean and sustainable environment

Ducab continued with its share of supporting corporate social responsibility activities by participating in "The Clean-Up the World" campaign organized by Dubai Municipality; participated in the annual campaign on October 29, 2010.

More than 50 volunteers from Ducab joined the campaign activities held in Al Jaddaf area, marking the 13th consecutive year of Ducab's participation in the event. The theme of the 2010 campaign was "Communities caring for Nature".



Ducab has been a keen follower of exemplary waste management practices in its operations, meeting legislative requirements of the emirates of Dubai and Abu Dhabi. The participation was a realization for all that with a little more care and concern, all can contribute to a clean universe and prevent environmental hazards that are threatening our earth.



Networking over a dhow cruise

Ducab organized a networking event for UAE based contractors and business customers with a dhow cruise held on Dec. 9. The objective was to strengthen customer relationships and promote future business opportunities in an informal environment. The key contractors and business partners with their family

members took part in the leisurely cruise, which featured an array of activities including face painting, game shows, magic show for kids, henna painting, and Karaoke.

The event was attended by senior officials of ETA, Space age, Al Ghantoot, Thermo and L&T, amongst many others.



Nurturing future scientists

In line with the social responsibility initiatives to foster scientific thinking and support the young generation in their innovative efforts; Ducab has sponsored gifts for the children who attended the summer course at the Emirates Science Club.

An initiative by Dubai Cultural Symposium, the Club strives to encourage innovation and scientific research, and hosted a summer programme. The camp covered several activities including software training, electronics & electrical programming, carpentry and photography. Nearly 100 students, including 47 girls, attended the camp held at the club premises in Al Baraha.



Success Quotient

Succeeding in business is about listening to your customers; it is an ongoing endeavour to constantly better oneself – and in the case of Ducab, a focused effort to drive the quality of its products, enhance the range and stay committed to the highest standards of service



While 30 years is not an exceedingly long time in business, the duration is significant in creating a niche, and setting a benchmark.

Over the past three decades, Ducab has achieved consistent growth, even in the face of unprecedented challenges that swept through the global financial community, as well as geopolitical concerns that affected the Middle East region.

In tangible terms, the company has indeed evolved considerably. The success of Ducab almost resonates to the famous quote of Jim Rohn on success. The American motivational speaker and entrepreneur said: "Success is neither magical nor mysterious. Success is the natural consequence of consistently applying the basic fundamentals."

For Ducab, the basic fundamentals – since inception – have been to

offer a world-class quality product and match it with the highest service standards – from order to delivery and after. Having forged strong partnerships across the region, both in the public and private sector, Ducab has also strengthened its product range in tune with the requirements of the region.

This unflinching commitment to excellence is part of the DNA of the organisation, which now has a footprint from the UAE to South Africa, and new markets being added, on a regular basis.

Over the years, Ducab has established its credentials by being the partner of choice for prestigious developments in some 40 countries. In the UAE, Ducab cables power such landmark initiatives as Burj Khalifa, the world's tallest building; Dubai Metro, the first of its kind transport



Nak Yeong Baek, Project Director, Jebel Ali "M" Power & Desalination Project

network in the region; and The Palm Jumeirah.

With three cable manufacturing factories, a Copper Rod Plant and PVC compounding facility, Ducab is now on schedule with the completion of its own High Voltage manufacturing plant.

However, the litmus test in the efficiency of any organisation is in the feedback of its customers. Cable Talk met two of Ducab's leading customers and partners in gauging the different aspects of working with the company. The objective was to have a candid discussion to understand what the clients think

"Success is neither magical nor mysterious. Success is the natural consequence of consistently applying the basic fundamentals."



of Ducab and what they expect of the company in the future.

"While it is heartening to receive positive response for our pluses – such as speed of response, delivery and excellent after-sales service, we value what our clients feel that we do not do efficiently," says Andrew Shaw, Managing Director, Ducab. "Listening to their feedback is the way forward to improve and better ourselves – both from the product range and service perspectives."

Mr NakYeongBaek, Project Director, Jebel Ali "M" Power & Desalination Project; and Mr H I Lee the Senior Electrical Manager, Doosan Heavy Industries & Construction, say the partnership with Ducab started 10 years ago with the supply of cables to the Fujairah desalination plant in 1999. "It was better to work with a UAE-related company," they say of the association, "and Ducab was in the approved list of DEWA and ADWEA, which was an important criterion, and also made our decision making easier."



from left to right, Deb Mazumdar, Global Key Account Manager, Ducab; H I Lee, Senior Electrical Manager, Doosan Heavy Industries, Vijay Thorawat, Commercial Engineer, Ducab; Anthony Mascarenhas, Stock Controller, Ducab Supply Chain

"Ducab has been quite supportive when it comes to solving critical issues like responding to short delivery for priority cables and providing good technical support."

For DEWA's Jebel Ali M Power Plant, the 3 Block configuration expected to generate 2400 MW Power – which makes it the largest of its kind facility ever built in the GCC. Ducab's Global Key Account Manager Mr Deb Mazumdar explained that the contract value initially signed around US\$ 21 million in Jan 2008 yielded cables sales in excess of US\$31 million spread over 11 individual purchase orders released by Doosan. "This is a record value supply contract for Ducab for a single site project in our 30 years of operation," added Mazumdar.

Doosan selected Ducab as the preferred cable supplier for the product quality, proximity of location, rapid response to urgent situations, technical support, material delivery – with no record of late delivery to

date – and good support in terms of technical assistance. A Quality Assurance Manager assists on all technical details, thus ensuring that quality standards are never compromised.

According to Doosan managers, the reputation of a company can be evaluated when there are critical issues. "Ducab has been quite supportive when it comes to solving critical issues like responding to short delivery lead times for priority cables and providing good technical support. That has helped build a lot of confidence with the Doosan team and justified our initial decision to partner with Ducab."

The Doosan Project Risk management team has also been highly complimentary about Ducab's

“It is owned by UAE Government; the staff members are professionally competent and the company follows high quality standards.”

support. “Product specifications and quality standards are a must in our industry and by and large most companies adhere to these standards. Local standards may be different according to each market and Ducab meets these standards and so it’s easy to deal with them,” says the Doosan team. “It is the after sales service and the support we can get till the project is over and the assistance we get in meeting deadlines that add value to the relationship.”

Doosan acknowledges that the logistics and response of Ducab is “extremely good” but adds that the company must focus on extending local manufacturing capabilities in other markets such as Saudi Arabia, where Doosan has current projects. They also point out the need to expand the product range – especially high voltage cables – which is being addressed with the development of the HV plant.

The Jebel Ali “M” Power plant was awarded to Doosan by DEWA in 2007 and is expected to be fully commissioned by mid 2011. The 3-package project for power, desalination and 400kV substation required nearly 3-million meters of cables. The contract has been executed by Doosan and their partners Fisia Italmimpianti from Italy and Korean Hyundai Construction Co from Korea.

Another key partner of Ducab is EMAL, and Mr. Yousuf A. Bastaki, Vice President – Projects, says Ducab offers “the best quality in the market, is customer-focus oriented, flexible and has excellent deliverables.”

The key point in Ducab clinching the contract during EMAL’s first phase, said Bastaki, was “quality and flexibility in delivery.” He cited the example where Ducab stored cables until EMAL needed it.

Bastaki said Ducab’s strengths are manifold: “It is owned by UAE Government; the staff members are professionally competent and the company follows high quality standards.” He recalled the time when there was an acute shortage of cables in the market. “Yet, Ducab was able to support us with our requirement.” He wants to see Ducab diversify its product range by offering fibre optic cables.

Ducab measures its success quotient by its responsiveness to customer feedback. The encouraging response from its clients will continue to power the aspirations of the company but more importantly, Ducab will commit to meet their emerging requirements.

In thus strengthening the success quotient, Ducab will help customers understand the true value of the partnership, drives the company’s staff to stay focused on the key differentials, and create a strong success story that inspires others.



Yousuf A Bastaki, Vice President - Projects, EMAL





Getting Smart



By Herleen Mehta

What is Smart Energy?

The term Smart Energy comes from the philosophy of always using the most cost effective sustainable approach to meeting your energy needs, while maintaining the lowest environmental impact. Countries around the world are planning to add intelligence to their power grids, and investment in this sector is now expected to increase rapidly.

Customers need to be made aware that it is not just "a meter" or a new technology, but a tool to manage your energy better. It has to be understood before the customer commits to it, otherwise the new meter will just tell you how much you consume and nothing else. Awareness is the key criteria for the success of this endeavor. It involves a culture shift and utility operators will have to accept this challenge.

Smart Grid- what does it mean?

A smart grid delivers electricity from suppliers to consumers using two-way digital communications to control appliances at consumers' homes; this saves energy, reduces costs and increases

reliability and transparency with the capability of integrating renewable electricity such as solar and wind.

What does it mean for a Utility?

Smart metering and smart grids can save GCC utilities and governments US\$5-10bn according to a report by AT Kearney. The UAE and Saudi Arabia are currently piloting smart grid projects and it is expected that these countries will adopt the technology quickly.

Based on analysis of the energy sector in this region, the firm believes the GCC to be on the forefront of the



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smart grid revolution. GCC utilities and governments can avoid investments of around 5-10bn USD into peak load capacities, up until 2020. In addition they can potentially reduce the peak load demand by 10% - 20% through effective customer behavior changes.

What does it mean for the customer?

The customer has access to a smart grid with an intelligent monitoring system that keeps track of all electricity flowing in the system. When power is least expensive the user can allow the smart grid to turn on selected home appliances such as washing machines or factory processes that can run at arbitrary hours. At peak times it could turn off selected appliances to reduce demand.

In a pilot study conducted in GCC, it showed that customers who are informed and are involved in making choices for the electricity consumption, reduce their overall consumption by at least 10%.

A specific feature of conventional energy grids is that they distribute energy in a one-way fashion. Even though, customers are charged for the electricity they take, a certain amount of energy is wasted away when people do not turn off or unplug





the electric appliances when not in use. A smart grid allows the customer to be in control of their consumption.

How smart energy grids works?

A smart energy grid consists of two main components: a power generation unit and a computerized system for monitoring electricity consumption. The computerized monitoring system keeps track of locations and times of the highest usage of electricity and can redirect a certain amount of electricity from low- consumption areas to high-consumption areas. In this way, energy from locations where it is in access returns back to the system and wastage is minimized.

A further enhancement to smart energy distribution systems is smart home appliances. These home appliances can sense their own peak usage times and can communicate with smart energy grids to indicate a lesser or greater need for electricity. This two-way feedback system between smart energy distribution system and smart consumer ensures electricity regulation in a more responsible way and ensures minimum energy wastage.

What is the biggest challenge?

A smart grid allows the customer to be in control of their consumption.

The smart energy grid works by matching the supply of energy with the demand from customers. Typically, energy generators are predictable and controllable, providing power at set times with very strict quality standards. Renewable energy is intermittent so it struggles to match the power quality standards. In both industrialized and emerging economies, renewable energy is playing a growing role in electricity generation – and the assumption is that this growth will only accelerate.

The more renewable energy that is integrated into the grid, the more difficult it will be to provide power to customers. The challenge therefore is to find a suitable technology for the deployment of additional renewable energy.

Are we convinced we need to get smart?

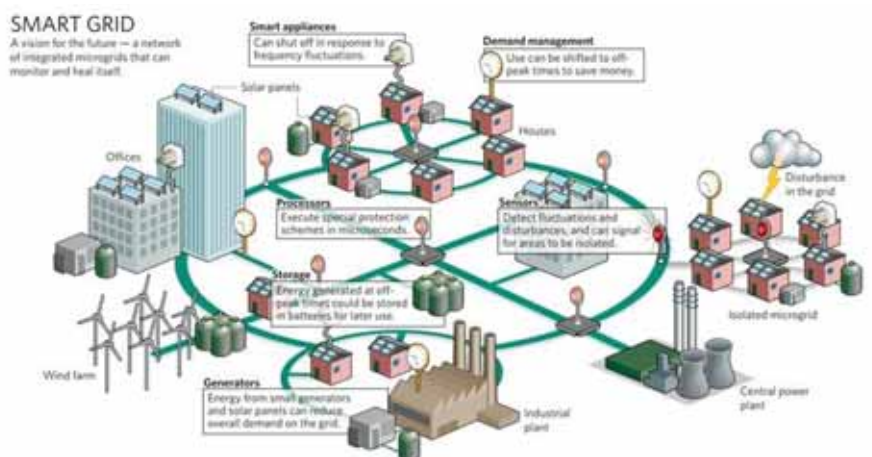
A stronger power grid will be more reliable, significantly reducing the staggering cost of power outages.

We can use this technology to better manage energy on the lines, to reduce disruptions, and to respond flexibly to disruptions when they do occur. Transmission investments have not kept pace with increased demands and advanced smart-grid technologies need to be broadly deployed.

New grid investments are justified to make our energy infrastructure resilient. An interconnected grid will provide redundancy in the event of a failure in any single location and allow grid operators to respond flexibly by bringing in generation from other networks.

Solving global warming requires major investments in clean energy. This will require local investments in "smart" digitally enabled electricity distribution systems to integrate new energy resources such as solar panels, energy storage, smart appliances, or plug-in hybrid vehicles.

So, in short getting smart is the only option available in the future.



OGP: Quality and timely turnaround make the difference

The oil, gas and petrochemicals sector (OGP) is fast-growing, and over the past three years, Ducab has focused extensively on leveraging the opportunities it presents.

An extensive market spanning the GCC region and countries surrounding the Caspian Sea, the OGP sector also sees several potential opportunities in North Africa, where a number of new players are adding to the overall dynamism.

One of the significant trends in the OGP sector in the past few years is the emergence of specialised professionals, who lead the industry and in turn, contribute to its exponential growth.

OGP is a niche sector, which demands an uncompromising adherence to the highest quality standards. The suppliers are constantly benchmarked to world-class quality, and within projects greatly depends on it.

Among the key OGP players in the region are Qatar Petroleum, ADNOC and its subsidiaries, Kuwait Oil Company and KPMC, PDO in the Sultanate of Oman and SABIC in Saudi Arabia. While the

global financial slowdown had impacted the growth of this industry with some projects on hold, the market has revived and most of these projects are back on track with millions of dollars worth of investment already made.

Demand from this sector is principally for lead sheath and fire resistant cables, especially those with proven resistance to oil. To qualify, cable manufacturers ensure their products match the specifications. Ducab's cables adhere to the specifications set by the leading OGP players. Ducab is pre-qualified with all the major OGP players and is focusing on expanding its product range with the setup of 'Special Cable Unit in 2009'

It is extremely crucial to support the OGP players with efficient service – from contract signing to commissioning of the project. Adhering to stringent delivery schedules is a key aspect – where Ducab has proven its competencies.

Most recently, Ducab won a contract valued at AED 110m from China Petroleum Engineering and Construction Corporation (CPECC) to work on the

Abu Dhabi Crude Oil Pipeline (ADCOP). Ducab is working with CPECC in the delivery of low and medium voltage cables as well as instrumentation and control equipment for the entirety of CPECC's EPC responsibilities.

The ADCOP project is being put on the fast track with local companies like Ducab ensuring that capacity and delivery schedules are met on a tight deadline. Valued at AED 11.7b in total, ADCOP entails a 370 kilometre pipeline between Habshan and Fujairah, allowing project owners International Petroleum Investment Company (IPIC) to blend crude from various sources in the Middle East at a proposed refinery in Fujairah.

The pipeline will include at least six delivery stations spread across the UAE, requiring complex logistical coordination, carrying a load of up to 1.8 million b/d of crude oil once operational.

Most of the materials Ducab will supply for the ADCOP project will be sourced using resources from the company's Special Cables Unit in



Jebel Ali, which specialized in tailoring products to the OGP industry. For a fast track project of this scope, Ducab is emphasising on the quick turnaround for delivery times as well as on-ground expertise for the duration of the plan.

In the first half of 2010, the company awarded AED 126m for local OGP contracts, including an AED 75m agreement with Hyundai Engineering & Construction in the development of ADNOC's Habshan 5 facilities.

Other Ducab OGP projects include partnerships with Italy's Saipem & Korea's SK for the ADCO Bab Gas project and the KOC new booster station BS160, as well as ventures with Spain's Tecnicas and UK's Petrofac for the ADCO SAS oil field development.

Ducab seeks to expand its share of the OGP market – having grown by a healthy 25 per cent in 2009 and by 45 per cent in 2010 – and will focus on new markets

too as part of the growth strategy. Significantly enough, the company has renewed discussions with organisations like Samsung-JGC, Japan, as well as with new players.

Ducab has indeed established its credentials internationally as a provider for the OGP sector, having been associated with prestigious projects such as ADCO and Petrofac. The company now has a dedicated team for after-sales service – both logistical and technical – and a sales and commercial department dedicated for the OGP sector.

*With input from
Laith Madi, Manager – OGP Sector,
Ducab*



Ducab - HV
High Voltage Cable Systems

Towering Success

- Ducab's HV factory is on track for completion in first quarter of 2011
- Region's highest industrial tower completed

The region's first high voltage factory is on track for completion in the first quarter of this year.

Ducab-HV, a joint venture company between Ducab, DEWA and ADWEA, will complete the construction of its AED500 million high voltage factory shortly, setting a new milestone in the industry's growth.

Most recently, Ducab-HV celebrated the completion of the factory's 148 meter high tower, a new landmark in Jebel Ali – and the highest industrial tower in the GCC.

Currently, the civil works are in the final stages and the first machines are already being installed.

The ceremony was attended by Ducab-HV board members H.E. Saeed Mohammed Al Tayer, MD & CEO of DEWA; Saeed Al Darmaki, Deputy Managing Director of TRANSCO and Ahmed



دو كاب - HV

أنظمة كابلات الضغط العالي



Al Shaikh, Chairman of Ducab. Also in attendance were Mr. Tariq Hussain Khansaheb, Director, representing the main civil contractor, Khansaheb and Mr. Jon Vail, CEO Ducab-HV.

The 44 storey tower, housing state of the art extrusion equipment, is the most noticeable feature of the new Ducab-HV factory. It is designed to ensure that all high voltage products are manufactured to the highest standards necessary to provide seamless service. The tower will also contain a series of Clean Room facilities in the top levels to ensure no contamination of the critical cable insulation.

"The completion of the 148m vertical extrusion tower at the Ducab-HV factory demonstrates that the project is on track for completion in 2011," said Ahmed Al Shaikh, Chairman of Ducab-HV. "These types of high-voltage cables carry electricity loads great enough to power an entire downtown district, and as such, we will ensure that the quality standards of our products not only meet but surpass the highest international standards in the industry."

"Within one year of breaking ground, we are celebrating this key construction milestone thanks to the excellent work by Khansaheb, and the efforts of the whole project team. Commissioning will start in the first quarter of 2011 followed by rigorous testing and then production of cables for the market later in the year," said Jon Vail, CEO, Ducab HV.

"We have enjoyed working closely and successfully with Ducab-HV team to deliver a quality contract in a very



challenging time frame," says Richard Browne, Operations Manager at Khansaheb. "This unique project is another great example of the commitment of Khansaheb to providing quality construction services to its clients during its 75th year of operation in the UAE."

Ducab-HV is setting a new benchmark this year, and we are geared up for the exciting days ahead.

Spirit of Togetherness



Hundreds of Ducab staff members have enjoyed the celebration of unforgettable day. They lived the spirit of togetherness. The setting of the day couldn't have been better; as they have joined in fantastic healthy competitions.

Organized by the Ducab Recreation Club (DRC); the celebratory event for employees and families included the entire array of sports and games including table tennis, football, pool, caroms and darts.

In the run-up to the Annual Sports Day held in Jebel Ali on November 25, separate sporting events were organised in Jebel Ali for the Dubai

staff members and in Musaffah for Abu Dhabi employees.

The excitement at the Annual Sports Day was clear as members competed in cricket, football, swimming, long distance running, relay and shot put. The events were a perfect testament to team spirit as well as individual skill sets. Separate sporting events were organized for the women staff, which too was equally competitive. The participants as well as family members who came to cheer them up were served breakfast and lunch, underscoring the message of the adage, 'those who eat together, stay together.'



There were a series of activities for the children too as DRC put together camel and pony rides, magic show, clown face painter, balloon bender, and candy floss & popcorn counters. Special gifts were provided to the children too. The entire ground and stage were spectacularly set by DRC committee members and volunteers. A highlight of the evening was the 'Ducab Wireman,' specially designed by Mr Mohammed Ali, Forklift Driver, Musaffah. By evening, the setting took on a different ambience as the cultural programmes by employees and family members started.

Andrew Shaw, Managing Director of Ducab, welcomed the staff and families and invited Mr & Mrs Mohammed Iqbal,

the longest serving employee of Ducab, to cut the cake to mark the start of a memorable evening.

Andrew Shaw feted the long-serving employees who had completed 10, 20 and 25 years of service with the company. Four employees - Mr. Pradip Bute, Mr. Selvyn Joseph Moraes, Mr. Simplicio Raimondo Bras D'Silva and Mr. Raghavan Manoharan - were honoured for completing 30 years with Ducab.

Also, lucky draws were held and surprise gifts were distributed to the audience. Food and beverages, served by Marco Polo Hotel, added to the celebratory mood.

Indeed, the 31st anniversary celebrations of Ducab became a day to remember for a long time to come for all.

Emirati to the Core

Ducab's staff members and management joined together for the 39th UAE National Day celebrations in a ceremony that upheld the pride of the UAE.

On the shiny bright day of the 1st December, Ducab staff gathered to celebrate the UAE National Day. Mr. Mohammed Markhan and Mr. Andrew Shaw started the day with a welcoming word highlighting the impressive growth achieved by the visionary leaders of this country and to value the traditional ethos that continue to make the country one of the world's brightest success stories.

Both of them asserted the tremendous growth achieved by the UAE and how Ducab has been a strong partner in the growth story of the country by supporting its infrastructure development. Additionally, they also urged the staff members





to contribute to the nation's growth through their hard work and commitment, which in turn will benefit all of them and the people of the UAE.

The Jebel Ali premises of Ducab wore a festive look with true Arabic flavor with traditional music and folklore. UAE nationals pledged their loyalty to the nation while the male employees took part in traditional dances (Rezeef and Yolah) with a national band playing patriotic songs.

The celebrations rounded off with a sumptuous meal featuring Emirati cuisine with live cooking stations where the Regag bread was ordered and baked on the spot. The special menu for the day included Balaleet, Harees and Khabeesa among other mouth watering dishes.

Ducab's celebrations indeed reflected the true spirit of the UAE.



UAE Nationals fly to Australia for training

As part of the company's National Development Programme, Ducab selected a team of its UAE national employees for an intensive training session in Australia.

Six Emirati employees were sponsored for a month-long training course at C.Y. O'Connor College of TAFE and they were placed in various independent businesses and organisations in Perth, Western Australia.

The participants - Laila Marafi, Amal Bin Ghelaita, Maryam, Al Naqbi, Fahad Khalifa, Abdulrahman Al Mansoori and Aqeel Al Awady - were chosen on the basis of their exceptional performance, attitude and commitment to their jobs. The support also demonstrated Ducab's recognition for their professionalism and dedication.

Dr. Saeed Mohd Al Barwani, General Manager of HR and IT at Ducab, said the six employees were chosen in recognition of their drive to explore leadership roles within



the manufacturing sector and their excellent performance while at the company.

Additionally, the participants work in various roles - from shop-floor level through to engineers, representing a diversity of internal departments such as QHSE (Quality, Health, Safety & Environment), Manufacturing, Finance, HR, Metals, Technical and Testing.

Ducab's National Development Programme strives to enhance technical, business and

communication skills of employees through various initiatives. Dr. Al Barwani said that the programme and the creation of training initiatives such as in Australia have helped attract local talent at Ducab.

"This delegation won't be the only ones who benefit from the secondment as this unique opportunity to learn about overseas practices and ethics has equipped them with knowledge that can be shared with co-workers back home," concluded Al Barwani.

Training for 'FIDIC Contracts 99'



The Project Department team organized a FIDIC Contracts 99 training programme for staff.

Vital to the tender document preparation process, the programme covered the conditions for contracts related to construction of building and engineering works, and is an internationally recognized training programme that elaborates contractual terms and conditions.

The participants benefited from insights on forms of letters of tender, contract agreements and the various aspects of dispute adjudication.

The programme also covers topics like variance, variations, insurance, agreements, and conditions of contract, assessment, warranty and guaranty.