

MAN news

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IN FOCUS

Beyond Boundaries

IN FOCUS 12



Beyond Boundaries

The MAN Enterprise Group has a unique combination of competencies that provide integrated and consistent high-quality service in a wide range of domains and industries.



New U.S. Embassy Compound in Beirut

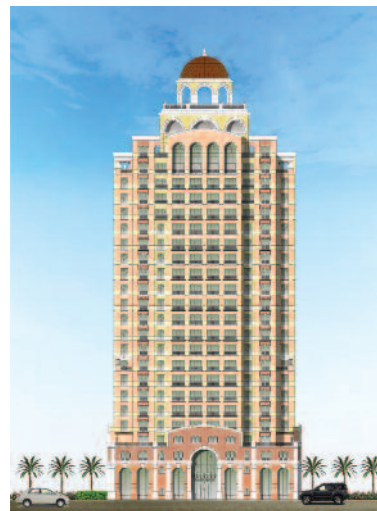
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The new US Embassy Compound in Beirut, Lebanon is one of the most prestigious US Embassy projects in the Middle East.

Nahr Beirut Project

7

The project is located in Beirut / Corniche al Nahr, near the Beirut River and the bridge linking Achrafieh to Sin El Fil.



Viva Bahriya – Towers 14 and 15

8

Located in the Pearl / Doha, the residential towers sit in the middle of an architecturally sophisticated beachfront area.

Chaotic Façade and Composite Structure

10

Qatar Petroleum's lead engineer stated that this is "a piece of art" that Tecman Industry is erecting on our project.



Beirut Marathon 2017

28

MAN Enterprise, Tecman Industry, and Metrix participated in the Beirut Marathon on Sunday, November 12, 2017.

20 years of accomplishment

“Nothing stops the man who desires to achieve. Every obstacle is simply a course to develop his achievement muscle. It's a strengthening of his powers of accomplishment.”

Thomas Carlyle

It has been 20 exciting and fulfilling years since I joined MAN Enterprise as a construction manager in Beirut in 1997. A lot has changed since that time as I have moved to different countries and helped deliver numerous projects. More importantly, a lot has remained the same, such as the supportive environment and sense of belonging that MAN Enterprise's culture largely embraces. As I reach my 20th year of service with MAN Enterprise, I'd like to take a moment to reflect on the successes and challenges of the past and where we go from here.

My rewarding professional journey with MAN Enterprise has seen a steady progression as my roles and responsibilities within the organization have gradually expanded. As I moved from construction management and operations to estimation and commercial management, and then to project and corporate management, I have been fortunate to have experienced and contributed to the various facets of the firm.

Construction companies are often characterized by a conservative corporate culture and mindset. Despite growing from a company numbering a few to well over several hundred today, MAN Enterprise has not allowed corporate bureaucracy, which regularly accompanies a firm's growth, to become entrenched. MAN Enterprise has maintained the agility and quick-decision making

characteristics of smaller organizations, yet benefits from the scale and capital that larger construction firms enjoy. This is a decisive advantage that we should be mindful of and continue to closely guard as we grow further.

This agility and flexibility has been good not only for business but for developing MAN Enterprise's human capital as well. MAN Enterprise's management has been committed to enriching its employees' experiences by providing opportunities across the business and stretching their potential. In a construction industry survey conducted for the World Economic Forum, 77% of participants mentioned that the construction industry is falling short on attracting and retaining talent. Retaining and developing talent is one of MAN Enterprise's core pillars for its strategy as it shields the business from the boom-and-bust effects of the industry and allows MAN Enterprise to remain competitive in the long run.

Our accomplishments are a direct result of our belief in our company and our commitment to our vision and strategy. I believe that my journey of success in MAN Enterprise is currently being replicated with many of you as MAN Enterprise continues to acknowledge your focused efforts and commitment for better results. In fact, my dedication and perseverance on the job would have been futile were it not for the culture at MAN Enterprise that endorses



ANTOINE WAKIM

and emphasizes teamwork and excellence. Excellence in execution is the best marketing strategy.

Lebanon and the MENA region, in which we operate, are no strangers to the changing winds of security, geopolitics and economics. These changes have long created a climate of financial and business uncertainty and will continue to do so as we've seen in the recent developments in the region. However, the long-term nature of our horizons ensures that MAN Enterprise is well-positioned to weather this uncertainty.

I have been fortunate enough to witness and contribute to the growth of MAN Enterprise from a small contracting outlet to a sizable and integrated contractor with a regional footprint and an international outlook. I firmly believe that MAN Enterprise is endowed with the right DNA that destines the firm to thrive and prosper irrespective of how adverse or favorable the circumstances are. This is something that we should truly be proud to be a part of.

Antoine Wakim
Area General Manager
Abu Dhabi Branch

Newly Awarded Projects

LIMASSOL DEL MAR HIGH RISE RESIDENTIAL DEVELOPMENT

LIMASSOL, CYPRUS



General Contractor:
JV MAN Enterprise,
Atlas Pantou Co Ltd,
ICM Group,
CMB Societ a Cooperativa

Client: Cypeir Properties Ltd

Consultant: Benoy & UDS Architects

Duration: 30 months

Start Date: March 2018

Scope of work: Infrastructure, Civil,
Architecture, Electro-mechanical and
Interior Decoration

MAN Enterprise and its partners Atlas Pantou Co Ltd, ICM Group and CMB Societ à Cooperativa have been awarded the contract of the construction of the Limassol Del Mar. Located on the coast of Limassol in Cyprus, this landmark development consists of luxury residences with three interconnected blocks that form a wave-like structure. With approximately 50,000 m² of residential apartments, high-end shopping, a dining plaza, and parking spaces, it has a total footprint area of 7,800 m².

Limassol Del Mar gracefully echoes the rhythm of the landscape while bringing the magic of the sea into the development. MAN Enterprise's scope of work is comprised of the enabling, structural, finishes, electromechanical works and landscaping.



Newly Awarded Projects

NEW U.S. EMBASSY COMPOUND IN BEIRUT, LEBANON NORTH METN - AWKAR AREA, LEBANON

Civil Works Contractor: MAN Enterprise

Client: United States Department of State

Main Contractor:
B.L. Harbert International, L.L.C

Consultant: Morphosis

Duration: 42 months

Start Date: October 2017

The new US Embassy Compound in Beirut, Lebanon is one of the most prestigious US Embassy projects in the Middle East. This landmark complex is built over a land area of 180,000 m². This large compound consists of approximately 130,000 m² of built-up area and is comprised of 19 buildings of various functions.

The principal building of the project is the New Office Building (NOB). The NOB is a special construction project, and is extremely complicated at all levels. New construction technology will be implemented therein in addition to complex special engineering works.

The remaining buildings are dispatched over the property with impressive landscaping. They are mainly residential buildings for diplomatic staff, in addition to security and parking buildings.

The scope of MAN Enterprise's works on this project includes the execution of all enabling works (excavation, shoring, piling) and the execution of the structural concrete works.

Several challenges face MAN Enterprise while performing the work, including the execution of massive 3D shape concrete elements and façades with sophisticated formwork systems, the casting of a considerable volume of fair faced white concrete, and working under the highest levels of security and safety standards in the world.



Newly Awarded Projects

QATAR MUSEUM AUTHORITY

DOHA, QATAR

General Contractor:
JV MAN Enterprise,
Empty (Spain)

Client: Qatar Museum Authority

Consultant: ASTAD

Duration: 14 months

Start Date: October 2017

The project is located on a prominent 13.5-hectare site on the Corniche in central Doha and offers a total of 36,000 m² of new enclosed space.

Public facilities include permanent and temporary galleries, an auditorium, two cafés, a restaurant, a museum shop, and facilities for school groups and VIPs, while staff facilities consist of a heritage research center, restoration laboratories, staff offices, and collection processing and storage areas. The museum is surrounded by an 11.5-hectare semi-public park and includes parking areas for approximately 300 cars. The old palace onsite has been refurbished to become part of the new museum.



MAN Enterprise Qatar has entered into a joint venture with EMPTY S.L., a Spanish Museography specialist company, to execute the museography works as design and build for the permanent exhibit galleries over an area of 8,500 m², which forms a ring around the museum's central courtyard.

The above includes the fit-out of the 11 permanent galleries with different themes from Qatar's geological history, to the people of Qatar and their life experience prior to the discovery of oil, followed by the LNG and concluding with today's Qatar. Works involve

abortive and enabling works to accommodate the museography scope within the building's existing finishes and the design, manufacture and installation of showcases, set works, models, a state-of-the-art audio visual system, lighting, graphics and associated MEP works.

On-Going Projects

NAHR BEIRUT PROJECT BEIRUT, LEBANON

General Contractor: MAN Enterprise

The Nahr Beirut Tower building consists of three basements, a ground floor, mezzanine, technical floor, and 20 upper floors. The basements include a parking area and service rooms, while the first and second floors also have parking areas. The ground floor has retail spaces, while floors 3 to 9 have offices, and floors 10 to 20 are residential. The overall built-up area is approximately 50,000 m².

The project is located in Beirut / Corniche al Nahr, near the Beirut River and the bridge linking Achrafieh to Sin El Fil.

The total concrete volume is around 28,600m³ including raft foundations, vertical elements and superstructure slabs.

The structural works were completed as planned on February 2018. As for the finishing work, the masonry work, followed by the plaster work, are progressing well within the basement levels. Consequently, the E/M works have also been launched in the basement areas along with the anti-carbonation paint for the ceilings and walls.

The challenge in the project is the skin façades that consist of white precast panels that will enlighten the tower highway bays.

The expected completion date for the 50,000 m² tower is April 2019 and consequently will be open to tenants and retailers.



UPDATES FROM THE FIELD

On-Going Projects

VIVA BAHRIYA - TOWERS 14 AND 15

THE PEARL, DOHA, QATAR

General Contractor:
MAN Enterprise



Located in the Pearl / Doha, the residential towers sit in the middle of an architecturally sophisticated beachfront area. Elegantly designed and complete with its own external landscape along a stretch of white sand, it offers the warmth of a sea setting.

Each 24-story tower has the capacity for 225 residential units, with amenities such as a main swimming pool, child's pool, fully equipped indoor gym facility, child's room, outdoor play area, chalet area with 7 villa units, and provisions for 270 parking spaces in a two-level podium, all within 45,000m² of built up area.

MAN Enterprise's scope of work includes turnkey / full construction for all works (in consideration of each tower's existing structural site condition) up to its finishing phase. Metrix is handling the execution of all MEP works, while Tecman Industry is providing the wooden doors.



MEET THE TEAM



Elie
Rouadi

PROCUREMENT
MANAGER

Metrix Qatar

I joined MAN Enterprise Qatar in 2005 as the Electrical Site Engineer for the Ceremonial Court project for the Qatar Foundation. After the successful completion of the project, I was assigned to Al Jazeera Islamic Headquarters Tower in late 2006 where I handled the electrical works until successfully handing over the project to the client and local authorities.

Subsequently, I moved to the head office as an Electrical Estimation Engineer in January 2008, and during that period, we were awarded many projects.

In 2009, I joined Metrix Qatar and oversaw electrical procurement in addition to supporting the estimation team. At that location, we built strategic partnerships and mutual trust with local and international suppliers and subcontractors with the best possible rates, along with top-quality products and services. In addition, I contributed to the ISO process and certifications.

In 2016, I was assigned as head of MEP procurement. The task was challenging due to the fast track projects and delivery constraints, especially after the devastating blockade on Qatar.

In early 2018, I was promoted to Procurement Manager of Metrix Qatar.

Throughout my 13 years in MAN Group, my career has been challenging but experience rich in both commercial and technical fields.

I believe that we all, as a team, have successfully joined our efforts to promote Metrix Qatar as one of the top MEP companies in Qatar with Grade-A Kahramaa, Grade-A Civil Defense, and ISO certifications.



Ralph
Azar

OPERATION
COORDINATOR &
PMO LEAD

MAN Enterprise Lebanon

Following my diverse experience in design engineering, project management, and management consulting across several countries with leading companies, I was looking to work with an innovative construction company where I could combine the expertise and skills I had gained and further develop my career. I was hoping to find this workplace in Lebanon, and I eventually found it at MAN Group.

I started my career with MAN Enterprise as Operation Coordinator on the DAMAC Tower project in Beirut in October 2014, and supported the project team in delivering this challenging project.

Following the field experience, I moved to the head office in October 2015 as part of a great team, and established the Business Improvement Office (BIO). We have handled multiple challenging improvement and operational excellence projects. An example is the development and first deployment of Lean Construction in Lebanon, which we tested and implemented on the ABC Verdun project, before rolling out across all projects and areas.

The BIO was then incorporated into the Program Management Office (PMO) and I was recently promoted to PMO Lead. The PMO's major functions, in addition to the BIO's continual improvement role, are: the macro level monitoring and control of the group's various projects, supporting and helping the relevant teams achieve their targets by adopting the latest industry trends, standards and tools, supporting newly developed areas and sectors, assisting in the development of new partnerships, and conducting market research and analysis studies.

After 3 years with the MAN Group, I feel proud of being part of a world class corporation that is continually seeking excellence, and that truly embraces its core values. The experience has been challenging, interesting and fulfilling on all levels.



Ranjith
Parambil

ACCOMMODATION
ADMINISTRATOR

MAN Enterprise Qatar

In 2004, I started my career as a secretary in MAN Enterprise Qatar. I continued to work as support staff in various departments until the prestigious Amwal project was secured. I was assigned as the Document Controller of this project. It was a new experience for me as I learned construction terms, procedures, and the handling of project documents. After the successful completion of the Amwal project, I was transferred to the renowned Gate Mall project and then the Viva Bahariya project. During this period, I managed to pursue my studies and completed an MBA in Human Resources.

I gladly accepted when management instructed me to take the responsibility of our labor accommodation. I took it as a challenge, and since April 2013, I have been in charge of MAN Enterprise and Metrix Labor Accommodation. It has helped me sharpen my skills, develop accuracy, decisiveness, reduce time-consumption, and become fit for any challenge. Now, along with the accommodation of labor, MAN Enterprise and Metrix have the capacity of 2,400 workers, an achievement that would have been impossible without the whole-hearted support of the MAN Team.

As I look back at the long span of 13 years of work at MAN Enterprise Qatar, the evolution of my career and the experience earned has made me confident in my approach and ready to accept any challenge. The reason for the success and unity of MAN Enterprise Qatar is its coherence, teamwork and professional approach which is reflected in the enhancement of MAN Enterprise from one project in 2004 to its present status.

I feel proud to be a part of the prestigious family called MAN Enterprise and am bound to excel beyond the limits of dedication and devotion.

CASE STUDY

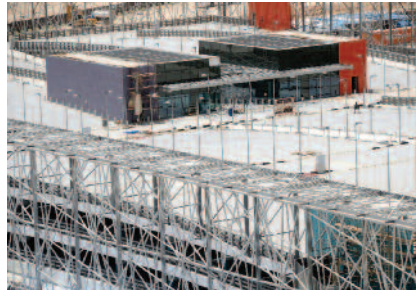
Chaotic Façade and Composite Structure

Project: National Convention Center Car Park – Doha, Qatar

Qatar Petroleum's lead engineer stated that this is "a piece of art that Tecman Industry is erecting on our project."

The construction methodology system shaped by Tecman's team for the chaotic façade is a masterpiece of engineering and craftsmanship. It is, in brief, a composite structure composed of a steel hot-dip galvanized structure and an aluminum chaotic pattern assembled in three composite layers of approximately 24,000 m² each, equaling 72,000 m² in total.

More than 2,000 tons of structural steel built-up sections, in addition to more than 1,000 tons of aluminum profiles, were assembled to form the envelope and roof canopies of the NCCCP Iconic



Feature in the Education City of the Qatar Foundation.

THE STEEL STRUCTURE

It is composed of 2,000 tons of built-up section I Beams and a complex bracing attachment system that holds the structure at a distance of 4.5 m from the concrete building.

All steel members have been customized in the Tecman Industry Manufacturing Facility in Nahr El Mott Industrial Valley in Beirut, Lebanon.



A new facility was erected swiftly to cater to the envelop works. It was dedicated to the production of the structure and equipped with a new set of digitized machinery, including precision CNC cutting platforms, continuous welding stations, compact versatile tapering machines, and bending and cutting machines, among others.

The aim was to produce all the components of the project under one roof with high accuracy and within a very limited time frame.



CAR PARK

Once this goal was achieved, an elaborate sophisticated labeling /shipment process was put in place to allow the transportation of the parts in sequence to be hot dip-galvanized in Qatar prior to erection on site (such processes resulted in preserving the quality of the galvanization).

THE CHAOTIC FAÇADE

The chaotic envelop is the main feature of the rectangular building spanning 290 meters in length, 145 meters in width, and 15.7 meters in height, topped by a cantilever canopy 7 meters wide all around the façade.

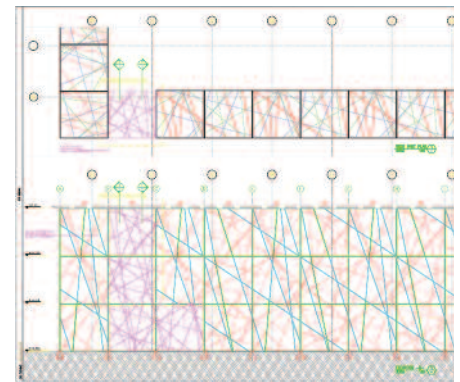
This chaotic façade pattern covers an area of 24,000 m² composed of 3 layers totaling an area of 72,000 m². It is composed of hollow square aluminum sections manufactured specifically for the project with an anodized brushed finish.

This masterpiece is composed of more than 950,000 members to be assembled into patterns. The members were cut with high precision over very accurate templates in the factory, then shipped and assembled onsite using dedicated assembly platforms for each type of pattern using concealed inner sleeve connectors. This particular assembly method resulted in a high level of accuracy and precision.

ENGINEERING AND MANUFACTURING STRATEGY

The façade screen was subdivided into construction modules of 720*720 cm elements in 17 different types of patterns, with each composed of three sub-patterns forming the triple layer modules.

Once the accuracy and quality control was achieved over the assembly platforms, the module was then lifted to its final location on the façade and mounted within the structure over movement pads designed to cope with the structural deflection of the steel frame.



CHAOTIC PATTERN MOCK-UP



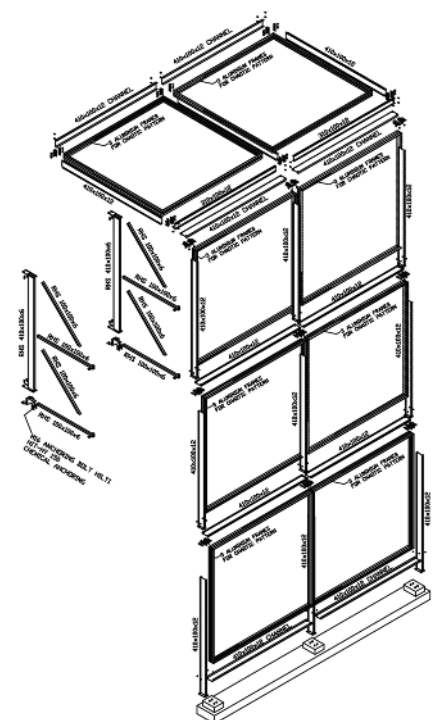
This construction methodology was initially conceived to respond to the following criteria:

- 1- Factory chain production manufacturing
- 2- Tight time frame for site assembly and erection
- 3- High accuracy (0 deviation in dimensions) for 850 linear meters of envelop

SHIPMENT AND DELIVERY

The decision to manufacture the façade components in Tecman's facility in Beirut was made for accuracy purposes, involving an elaborate labeling and shipping process.

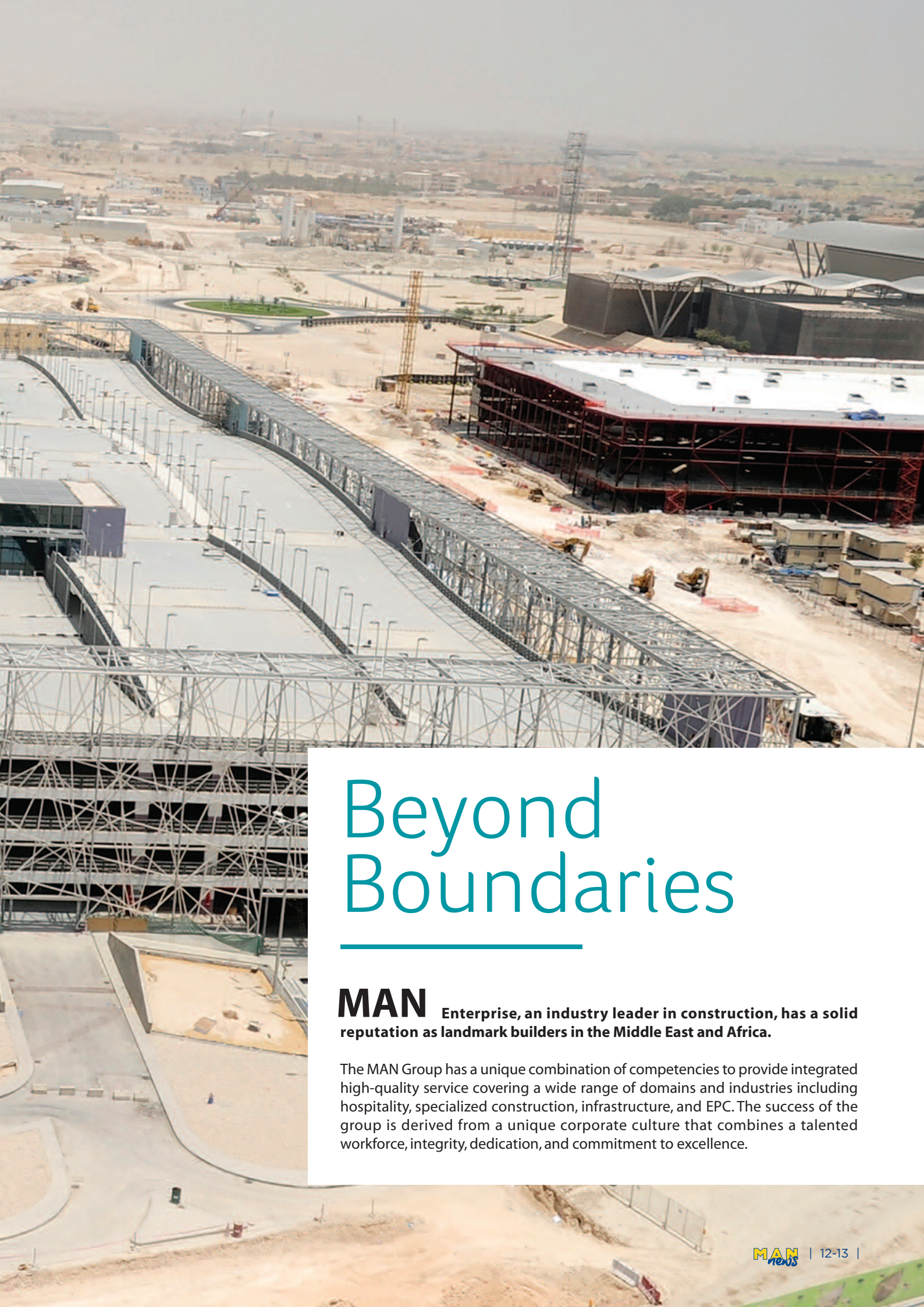
350 land trucks were shipped following a delicate sequence of delivery in synchronization with the site assembly progress to avoid an out of sequence erection process on site.



AXONOMETRICAL VIEW

IN FOCUS





Beyond Boundaries

MAN Enterprise, an industry leader in construction, has a solid reputation as landmark builders in the Middle East and Africa.

The MAN Group has a unique combination of competencies to provide integrated high-quality service covering a wide range of domains and industries including hospitality, specialized construction, infrastructure, and EPC. The success of the group is derived from a unique corporate culture that combines a talented workforce, integrity, dedication, and commitment to excellence.

IN FOCUS

GLOBALIZATION AND NEW TRENDS / ADOPTING A GLOBAL MINDSET

Globalization has vastly increased the complexity of the engineering and construction business environment. Changing customer demands and updated funding mechanisms are driving industry players to diversify and seek mergers and acquisitions in new markets around the world to gain access to expertise and project opportunities. To compete in today's uncertain, dynamic and interconnected business environment, design and construction firms will need to stay focused on key trends shaping their external environment.

A 2009 report published by Global Construction Perspectives and Oxford Economics estimates that construction in emerging markets, including Asia, Latin America, the Middle East and Africa, will double within the next decade and become a \$6.7 trillion business by 2020, accounting for some 55 percent of global construction output.

Today, with the aid of a globalized economy, technological advancements, free markets and cultural harmonization, more construction firms are shifting their strategies towards achieving global market share through joint ventures, acquisitions, FDI, technological advances associated with formidable construction technology, enhanced management systems for scheduling, material tracking, subcontractor's organization, and financial capability.

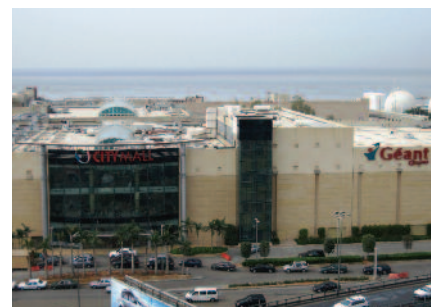
MAN Group is
a pioneer in
regional expansion
and a landmark
builder in the
Middle East and
Africa.



BEIRUT TERRACES, LEBANON



METROPOLITAN HOTEL, LEBANON
EXECUTED IN 20 MONTHS.
ENABLING WORKS UP TO TURNKEY.



CITY MALL, LEBANON
EXECUTED IN 22 MONTHS WITH 17 TOWER CRANES
AND 1,700 WORKERS.



TRANSFER OF KNOWLEDGE

The changing business environment has made organizational knowledge a critical factor of sustainable competitive advantage. Knowledge transfer plays a critical role in the long-term existence of the organization - it has strategic importance. It is cross-generational, from long tenured to younger employees, and has an understanding of different learning styles.

Knowledge transfer methods include formal education and training, interviews, mentoring, apprenticeships, simulations, peer assists, communities of practice, job transfer, knowledge elicitation interviews, conferences and alignment of procedures and processes.

CULTURAL DIVERSITY

Cultural diversity in the workplace has grown as a trend over the passage of time with the increase of globalization in the world. The long-term success of any business calls for a diverse body of talent that can bring fresh ideas, perspectives and views to their work. With employees from more than 17 nations and locations around the world, MAN Group achieves a strong presence both in mature and emerging markets.

One positive effect is that employees belonging to different cultures usually have different ways of thinking and can thus analyze a matter at hand from a variety of perspectives. Also, cultural diversity helps build a sound knowledge base with in-house talent, which can make for smoother integration of the organization into foreign cultures. A benefit of a diverse workforce is the ability to tap into the many talents which employees from different backgrounds, perspectives, and abilities bring to the workplace, all of them working towards a common goal using different sets of skills.

The MAN Group ensures a foundation of fair and equitable employment practices, an open work environment to which employees can bring their "whole

selves," and inclusive decision-making that seeks out and incorporates the ideas diverse talent suggest gaining the benefits that include:

Increase in Productivity

Employees learning from each other's experiences and applying this new-found knowledge to their work are able to bring fresh ideas to the project by thinking out of their comfort zones.

Increase in Employee Engagement

When sharing personal experiences, a relationship of trust is built among colleagues, increasing employee engagement and motivation.

More Effective Execution

Encouraging diversity in the workplace inspires employees to perform to their highest abilities. Company-wide strategies can then be executed, resulting in higher productivity.

Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of those challenges involve communication, the resistance to change, and the implementation of new workplace policies. Creating an environment where cultural competence is welcomed and rewarded is the overarching goal of managing cultural diversity at work. A diverse workforce reflects a changing world and marketplace, bringing high value to organizations.

**"Diversity; the art
of thinking
independently
together."**

Malcolm Forbes



IN FOCUS

MAN ENTERPRISE GROUP IN THE GLOBE

At MAN Enterprise, we deliver high quality projects under the most challenging circumstances.

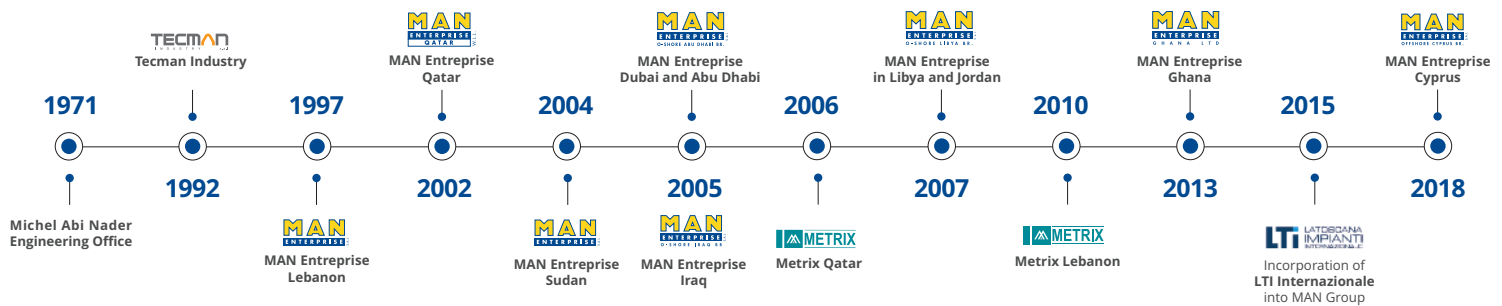
As a result of globalization, MAN Group has ventured into developing nations and built structures for multiple projects.

These projects have contributed to the growing wealth and stability of emerging markets. In particular, the MAN Group consistently carries out the mission while ensuring long-term growth.

The company's new global equilibrium is the result of geographical diversification and a progressive expansion strategy:

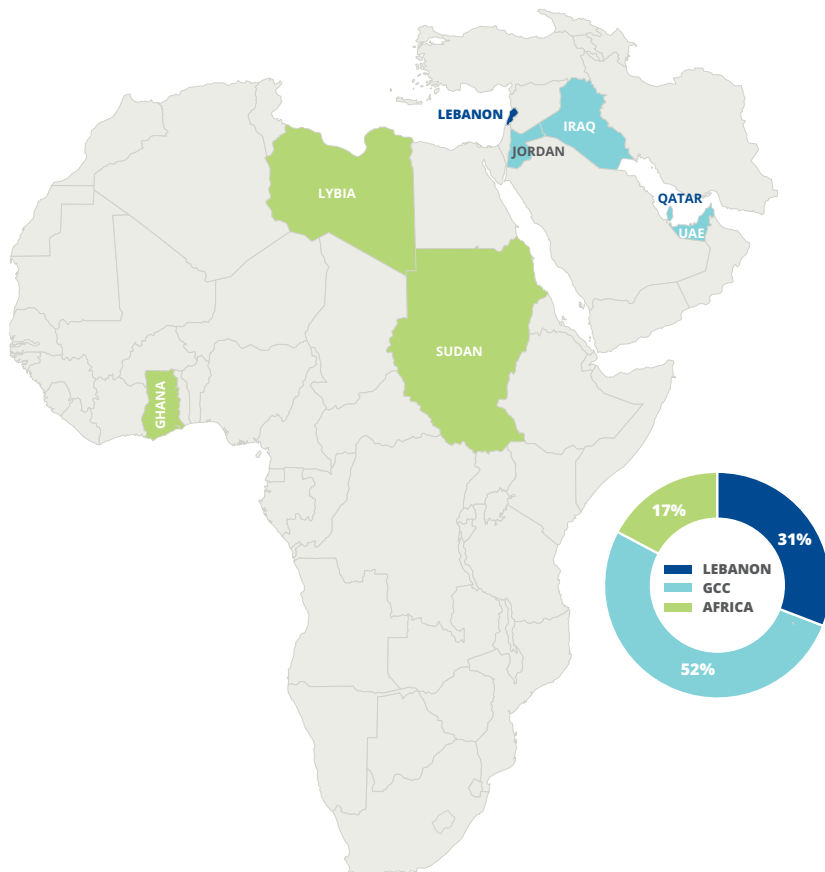
- The mission is to be a leader in the expansion of underdeveloped markets and contribute to their success and well-being.
- The motivation comes from the challenges faced and the impact made from overcoming them; hence, turning the mission into a calling.

1. Regional Expansion



2. Geographical Reach

in more than 13 different geographies



3. Services



27%
Residential



20%
Commercial



16%
Educational



19%
Hotels & Resorts



18%
Infrastructural
& Industrial

4. Achievements in the Middle East and Africa

SERVICE	ACHIEVEMENT
Shopping Centers	More than 2 million sqm
Hotel Rooms	More than 5,000 rooms
Skyscrapers	More than 30
Educational Complexes	More than 20
Water Desalination Plants	130 MIGD
Roads and Related Infrastructure	11 km
Bridges	6 lanes, 500 m long 430 m long, 70 m height



AL WOSAIL, QATAR
CONCRETE WORKS COMPLETED IN 10 MONTHS.
BUILT-UP AREA: 38,500 M².

5. Challenges Met

In more than 13 different geographies, MAN has faced numerous challenges and managed to overcome them.

Building in the heart of Sudan

- **Potential Floods:** Annual Nile River floods taking place between May and September and affecting the site.
- **Weak Soil:** Catered for by elevating the slab on grade by 40 cm from floor level since the quality of soil (silt) would expand if in contact with water, on the Presidential Villas Compound project on the Nile River bank.
- **Top to Bottom Construction:** Excavation was performed below the clubhouse to add basements from top to bottom to serve as laundry, storage, and kitchen space since the available spaces could not serve the 40 villas.
- **Fluctuation in Cement Prices:** MAN Enterprise was responsible for the cement supply for the concrete



PRESIDENTIAL VILLAS COMPOUND, SUDAN
40 PRESIDENTIAL VILLAS EXECUTED IN 8 MONTHS, FULLY FURNISHED

batching plants due to the fact that local companies did not take the risk of pricing the ready mix concrete.

- **Lack of Supply of Gravel:** MAN Enterprise replaced the crushed aggregate in the ready-mix concrete by river gravel due to the insufficient supply in the market even though it would decrease the compressive strength of the concrete. For this purpose MAN Enterprise revised the structural design to cater for the need.





AL BASRA SPORTS CITY, IRAQ

Building in the heart of Iraq

MAN Enterprise has been operating in Iraq since 2003. The company has been involved in several landmark projects in Erbil, and in tendering many additional projects that were interrupted by the war which ravaged the country.

In 2012, the company signed a design-build contract for a 5-star hotel in Basra Sports City with the Ministry of Youth and Sports in Iraq.

At that time, many of the requirements for starting the work needed to be addressed such as:

- **Project Security:** Mainly related to personnel travelling to Basra, Iraq, for the first time as there were uncertainties over the security in the south governorate.

- **Accommodations:** With a lack of proper accommodations in the region, the company opted to establish a camp which could host over 400 laborers and 100 staff members, with perspective for future contracts.

- **Material Limitations:** In order to control the quality and the availability of materials, the site was equipped with a mini batching and cement block production plant in order to deliver the pre-stressed structure of the building and the proper partitions for insulation and fire rating.

- **Experienced Manpower:** Most of the skilled laborers (for all trades) had to be hired from abroad in order to ensure high-quality work.



IRAQI LABOR CAMP



THE GATE, QATAR
CONCRETE WORKS COMPLETED
IN 12 MONTHS. BUILT-UP AREA: 144,000 M².

Building in the heart of Libya

MAN Enterprise has been operating in Libya since 2007. The company has been involved in several landmark projects in Tripoli among which the prestigious Alghazala Intercontinental Hotel project, 400 keys/110,000 m² BUA, was interrupted by the upheaval in the country.

Further to the liberation of Libya, many key institutions required time to rebuild and adapt to the new environment. All projects were paralyzed by the revolution which made any progress practically impossible.

Despite the issues, in December of 2013 the client signed a new addendum with a revised commencement date of January 20, 2014.

At that time, most of the requirements for restarting the work needed to be addressed:

- **Project Security:** Mainly related to personnel returning to Libya, MAN Enterprise had to implement a strict plan for accommodation and transport.
- **Financial Institutions and Foreign Currency Limitations:** Completely disconnected from the international financial world, there was no process in place for transferring foreign currency funds.
- **Shortage in Material and Manpower:** Despite the shortage in the country, MAN managed to acquire the necessary materials (sand, cement, concrete block, gypsum panels, etc.) to start work onsite. In addition, they were able to secure 150 laborers / civil trade workers within the first month. This led the Libyan Herald to write, "The cranes are moving again in Tripoli."



AL WADDAN HOTEL, LYBIA



INTERCONTINENTAL AL GHAZALA , LYBIA

IN FOCUS

Building in the heart of Ghana

Geographical and Cultural: Ghana is a large country with over 26 million people.

Ghanaian people are a combination of over fifty tribes speaking fifty different dialects. The official language is English, and the most commonly spoken dialects are Ga and Twi.

Transfer of Knowledge: Through the eyes of an international worker: Launching in Ghana has provided MAN Enterprise with the expertise to work in a West African nation.

When it came to executing construction activities with a high caliber performance, there were tremendous efforts exerted on the learning curve on how to transfer the knowledge of workmanship to an African workforce and to Ghanaians in particular.

When expatriate engineers or other staff were employed as part of the area team, reluctance to adapt and understand

cultural differences was faced. Some of it was due to the fear of health issues, and for others it was the inability to cope with societal norms. Normally it takes two to three weeks to adjust. In rare instances, the expatriate staff would not be able to continue living and working in Africa as the stress of the situation was too great.

Ghana remains one of the most attractive emerging markets in West Africa due to its consistent political and social situation, as well as its stability.

Construction Industry Related Challenges: MAN Enterprise has faced several challenges during the procurement stages for clearing materials with the port and airport due to continuous issues raised by Customs.

The tax and financial laws are frequently modified, generating major challenges with financial institutions for processing overseas payments or transfers.



AMWAL TOWER, QATAR
CONCRETE WORKS COMPLETED IN 11 MONTHS.
SLAB CYCLE REACHED 4 DAYS IN THE TYPICAL FLOORS.



MÖVENPICK AMBASSADOR HEIGHTS DEVELOPMENT, GHANA

Building on the shores of Fujairah

Geographical and Cultural: The Emirate of Fujairah covers approximately 1,166 km², and its population is around 152,000 inhabitants. It is almost completely mountainous. Fujairah is one of the seven emirates that make up the United Arab Emirates, and the only one of the seven that has a coastline solely on the Gulf of Oman, with none on the Persian Gulf.

Temperatures climb over 45 °C in summer, whereas during the winter period it is around 25°C. During this period, rainfall is higher than in the rest of the UAE, partly because of the effect of the mountains that encircle the emirate.

Working in such an environment with high temperatures, surrounding by large mountains, and dealing for the first time with more than 1,000 workers, affected the performance and the productivity of the expatriate engineers and staff.

Transfer of Knowledge: The team at the Fujairah site (UAE) consisted of more than 20 engineers and 1,100 workers who came from different countries and had great cultural diversity. This diversity led to many different ideas and suggestions in the workplace and it became a very difficult process to manage.



FUJEIRAH POWER AND WATER PLANT, UAE



Social: The main task was to interact with people at professional and personal levels and to develop cordial relationships.

The management team had to listen to each employee to try to understand their logic so that they were capable of making the right decisions.

Furthermore, there were limited social activities at that time in Fujairah outside of work hours. There were no malls, no coffee shops, and no restaurants. Therefore, in order to keep the team

motivated, we had no other choice but to organize local gatherings during the weekend.

Shortage in Supplies and Subcontractors: Difficulties in finding local suppliers and expert contractors, and most of the construction materials were unavailable in the local market. Therefore, help from nearby emirates such as Dubai and Ras al-Khaimah were needed over and above MAN Enterprise had to build its own teams and self perform most of the activities.

CAREER DEVELOPMENT

Trainings

Soft Skills

COMMUNICATION STRATEGIES

DECEMBER 13 AND 15, 2017

BEIRUT, LEBANON

20 participants had the opportunity to identify personal learning objectives, explore ways to build positive relationships, complete a self-confidence assessment, identify communication strengths and weaknesses, and discuss barriers to communication.



SCL DELAY AND DISRUPTION PROTOCOL

FEBRUARY 20, 2018

DOHA, QATAR

Quantum Global Solutions gave a seminar to 51 MAN Enterprise and Metrix employees about SCL Delay and Disruption Protocol. It also addressed the Society of Construction Law (SCL) delay and disruption protocol and its relevance in Qatar.

MICROSOFT OFFICE ADVANCED EXCEL

FEBRUARY 21, AND MARCH 3 AND 8, 2018 - DOHA, QATAR

This course covered advanced techniques in Microsoft Excel. Training was given to 20 employees from MAN Enterprise and Metrix.

Technical

DISRUPTION CLAIMS IN CONSTRUCTION

OCTOBER 16, 2017 - DOHA, QATAR

Four candidates attended the training which covered delay and disruption claims, causation and the importance of

records, quantification methods, the measure mile and Earned Value Method, and the model productivity curves and factors.

BUILT SMART DEMONSTRATION

OCTOBER 18, 2017 - DOHA, QATAR

This training demonstrated the various aspects of post tender candy and built-smart ERP solutions to cover procurement, store keeping, finance, cost management, and reporting. Nine trainees took part in the training.

CONFINED SPACE SUPERVISOR

NOVEMBER 8, 2017 - ENERTECH - DOHA, QATAR

This course prepared candidates to supervise confined space operations, write safe systems and rescue plans, write and issue work permits, and write rescue plans in order to be recognized as a Confined Space Manager / Supervisor.

INTERNAL AUDITOR TRAINING

NOVEMBER 12, 2017 - DOHA, QATAR

This internal auditor training reviewed risk management, business governance, and monitoring internal processes. In addition, consulting services and how to best improve systems and processes was covered. 11 employees attended the training.



LEAN CONSTRUCTION - THE MAN WAY

NOVEMBER 19, 2017

DOHA, QATAR

This training covered the LEAN construction concept, Last Planner System (LPS) concept and benefits, Lean Integrated Schedule Application (LISA), and MAN planning strategy program. The training had 26 employees in attendance.



CANDY SOFTWARE TRAINING

NOVEMBER 23-24, AND DECEMBER 4-7, 2017 - BEIRUT, LEBANON

Candy is a modern software suite focused on project estimation and control in the construction field. Taking-off, pricing and planning projects, controlling at site level, and the issuance of the final certificate were discussed with the 67 employees who attended the training.

CANDY POST TENDER TRAINING

DECEMBER 10 AND 11, 2017

DOHA, QATAR

13 employees attended the introductory training to Candy Software. The participants learned about its capabilities with construction job estimating and valuation, post tender valuations, and budget control.

TEKLA TRAINING

DECEMBER 11-22, 2017 - BEIRUT, LEBANON

This basic course enabled the participants to create cast in place concrete models and detail them independently. Participants performed model checks and extracted shop drawings, reviewed bills of quantity, bar bending schedules, and SDI data. Three employees took part in the training.



PASSENGER HOIST ERECTOR **FEBRUARY 7, 2018 - DOHA, QATAR**

This training, given by Velosi, trained four employees on the roles and responsibilities of a plant/equipment operator.

SIPOC & PROCESS MAPPING INTRODUCTION

FEBRUARY 11 AND 12, 2018 - DOHA, QATAR

17 employees were introduced to process mapping and the requirements of the ISO 9001-2015 standard adopted by MAN as related to the Quality Management System.



QATAR CONTRACT PROCEDURE AND ADMINISTRATION **MARCH 20, 2018 - DOHA, QATAR**

This training addressed contract procedures and administration while reflecting on examples from projects in Qatar. The main topics included the basic procedural steps for managing contracts, notices, time bar, risk share, and records. 40 students attended the training.

Safety Measures

WORKING AT HEIGHT

JUNE 6 AND 14, 2017 - VIBRANT CONSULTANCY TRAINING CENTRE - DOHA, QATAR

Working at Height provided knowledge and skills to the 15 trainees who have had responsibilities as such. Participants learned effective and interactive ways to keep up-to-date with fall protection training requirements.

NEBOSH HSW

JUNE 9, 2017 - DISS TRAINING CENTRE - DOHA, QATAR

This introductory session covered the safety culture in organizations. Individuals learned how to identify and manage workplace hazards, reduce accidents, and save on cost. Three candidates attended the training.

MANAGING SAFELY

JULY 5, 2017
DISS - DOHA, QATAR

This internationally recognized training was tailored for line-supervisors to execute health and safety responsibilities to the required standard and to achieve management objectives in maintaining safe work systems. 16 employees attended the training.

FIRE MARSHALL

JULY 5, 2017 AND NOVEMBER 20, 2017 - VENTURE GULF TRAINING CENTRE - DOHA, QATAR

This course gave the 19 employees from MAN Enterprise Qatar and Metrix Qatar (who hold Fire Marshal positions) instruction in fire safety, including how it spreads and how to respond to it. It also explained the key risks and basic requirements of the post.



BASIC FIRST AID & CPR

JULY 10, 2017 AND AUGUST 24, 2017
ENERTECH TRAINING CENTRE - DOHA, QATAR

This course covered theory and practice in first aid. The program covered standard situations that require first aid and provided the proper procedures in administering first aid treatment. 22 candidates from both MAN Enterprise Qatar and Metrix Qatar attended the training.

FAMILIARIZATION WITH DOKA DAMAGES CRITERIA

JULY 23, 2017 - DOKA - DOHA, QATAR

14 employees attended the training aimed at raising awareness for common mistakes in and defects as a main source of major accidents. Doka, a leader in the shutter industry, compiled lessons learned over the years, and gave demonstrations to the operatives.

CONFINED SPACE ENTRY

AUGUST 6, 2017 AND OCTOBER 31, 2017 - DISS TRAINING CENTRE - DOHA, QATAR

This course provided the four trainees from MAN Enterprise Qatar and Metrix Qatar with the required safety skills and knowledge needed to enter or work in an area classified as confined space. The training covered the dangers of working in permit-confined spaces.

LIFTING SUPERVISOR

AUGUST 15, 2017
ENERTECH - DOHA, QATAR

The Lifting Supervisor course allowed the three attendees the opportunity to understand and learn how to carry out lifting operations in a safe and efficient way. In addition, legislative requirements in a safe working environment, investigating crane accidents, and implementing preventive efforts were reviewed.

DOKA PRODUCT TRAINING

SEPTEMBER 6, 2017
DOKA - DOHA, QATAR

The training covered the characteristics of Doka products, highlighting the quality and safety features of Doka products being used by MAN Enterprise. The training was given to seven employees.



CAREER DEVELOPMENT

Trainings

Safety Measures

SAFETY TRAINING FOR LORRY LOADER CRANE OPERATION

**OCTOBER 22, 2017 - BUREAU
VERITAS TRAINING CENTRE -
DOHA, QATAR**

The crane operator course covered industry standards and practices in detail while discussing modern technology and up-to-date practices. Two employees from Metrix Qatar attended the session.

AWARENESS PRESENTATION - HYGIENE

OCTOBER 28, 2017 - DOHA, QATAR

This session raised awareness about the possible sources of contamination and kinds of infections that might occur at work. It introduced the need to maintain personal hygiene and good occupational hygiene standards such as cleaning desks, washing hands, and eating food in designated areas. 37 employees attended the training.

SCAFFOLDING INSPECTOR

**NOVEMBER 2, 9 AND 10, 2017
ENERTECH - DOHA, QATAR**

Three employees attended the training which covered the regulations, safety guidelines, and procedures needed to recognize and eliminate hazards in the field.

INTELEX TRAINING

**NOVEMBER 29, 2017 - AL BIDDA
TOWER - DOHA, QATAR**

Intelex is a global leader in the development and support of software solutions for Environment, Health, Safety and Quality (EHSQ) programs. The web-based software provided participants with instruction in managing, tracking and reporting on essential corporate data. The training was sponsored by the Supreme Council for Workers Welfare, and one candidate attended the session.

TOTAL SAFETY LEADERSHIP: FROM ACCIDENTS TO ZERO

**DECEMBER 14, 2017 - GEFINOR
ROTANA HOTEL, BEIRUT, LEBANON**

The interactive workshop covered the knowledge and understanding necessary to develop commitment, drive positive change, and build a robust culture of safety in organizations. 14 employees attended this one-day masterclass to help build a practical toolkit of simple, high-impact tools and techniques designed to develop leadership capabilities and produce rapid results in the workplace.



TOWER CRANE ERECTOR

FEBRUARY 7, 2018 - DOHA, QATAR

In this training, safety planning and procedures in tower crane erection, jacking and dismantling, and legal requirements and responsibilities of various stakeholders were covered. Two employees attended the session.



SOCIAL NEWS

Weddings



| MAN Enterprise |

- Jean Nahed & Antoinette Bassil June 24, 2017
- Danny Abou Rizk & Paula Hage-Boutros June 25, 2017
- Ralph Azar & Reina Skaff July 2, 2017
- Masood Ahamed & Ichrath Tabassum July 21, 2017
- Raymond Sakr & Tania Bardawil July 22, 2017
- Raguvaran Vanangamudi & Sumathi August 27, 2017
- Sunithmohan Saseendrakup & Saritha S. Harikumar September 7, 2017
- Mohammad Islam & Rukshar Khatoun September 9, 2017
- Nazih Maroun & Joelle Abou Nader September 27, 2017
- Rodney Piliin & Mariejo T. Piliin October 25, 2017
- Mohamed Mubassir & Ruzaika Banu November 24, 2017
- Mohamed Fasarath & Fathima Shajitha December 8, 2017
- Joseph Kadissi & Grace Arraj December 16, 2017
- Mohamed Abdul Majeed & Nitha January 19, 2018

| Metrix |

- Ralph Kassab & Mia Lucas July 22, 2017
- Christopher Attienza & Daisy Laobayen August 14, 2017

Newborns



| MAN Enterprise |

- Roy Malkoun, Sofia June 1, 2017
- Mark Anthony Cueto, Amanda June 4, 2017
- Elie El Deek, Celine June 20, 2017
- Jad Youness, Angela Maria July 7, 2017
- Dany Costantine, John July 18, 2017
- Tony Ross, Dimitri August 22, 2017
- Mohammad El Kejji, Ahmad September 5, 2017
- Majdy El Hourany, Mela September 21, 2017
- Bir Bahadur Subedi, Arav October 31, 2017
- Rajeesh Ravindran, Rithvik V.R December 4, 2017
- Carole Salameh, Ivy December 12, 2017
- Carla Hanna, Rita December 19, 2017
- Moughira El Khatib, Louay December 22, 2017
- Habib Keyrouz, Georges January 1, 2018
- Haytham Chehade, Adam February 3, 2018
- Nidal Halabi, Serena February 14, 2018
- Tony Lebbos, Marita February 16, 2018
- Danny Abou Rizk, Christa March 25, 2018

| Metrix |

- Tony Abi Nader, Savio July 7, 2017

Annual Gathering 2017



The MAN Holding Annual Gathering was held at Eau de Vie at the Phoenicia Hotel on January 25, 2018. All staff from MAN Enterprise Corporate, MAN Enterprise Lebanon, Tecman Industry, and Metrix participated in the event.

Mr. Michel Abi Nader, Chairman of MAN Holding, spoke about the state of the economy, the technical revolution, and the effect of globalization on our lives. In addition, he mentioned the challenge of keeping up with the development of today's world, and the expansion and diversification of the Group.

Hence, Mr. Abdallah Mardelli summarized his journey with MAN Enterprise starting as a Project Manager in 1998 to the Area General Manager of MAN



Enterprise Lebanon. Mr. Mardelli's opening speech highlighted the importance of motivation in the workplace and sharing clear values and vision. He concluded his speech by reminding his colleagues about the successes of the past and the challenges which have always resulted in achievements.

Furthermore, the company honored 22 colleagues for their 15 years of service within the group.





SAMIR ABBOUD



BASSAM MAZLOUM



ROY MALKOUN



RASHAD SALAMEH



LABA CHIHA



ELIE EL ASMAR



ELIE BAROUK



PAUL ASSAF



MOUSSA MOUASS



KHAIRALLAH KEYROUZ



ELIE DAMOUNI



GEORGES ASSAAD



GEORGES MATAR



OHANNES NAZARIAN



MOHAMMAD FAKIH



ELIAS SERHAN



FATTAN BEAINY



JOE KIRIAKOS



JOY FEGHALI



RIMA HADDAD



ROGER SASSINE

| Senior Awards

ACTIVITIES & EVENTS

MAN Group

Beirut Marathon 2017



MAN Enterprise, Tecman Industry, and Metrix participated in the Beirut Marathon on Sunday, November 12, 2017.

The marathon offered not only physical but also mental challenges with a sense of achievement. This year, more than 250 colleagues and their families participated to support Jouzour Loubnan, whose mission is to ensure the appropriate irrigation, guardianship and protection of trees. As a result, Jouzour Loubnan was able to plant more than 110 trees.



MAN Enterprise Qatar | Metrix Qatar

MAN-Metrix Basketball Tournament



MAN Enterprise Qatar and METRIX Qatar organized a basketball competition titled, the MAN-METRIX Basketball Tournament 2018. The tournament was held from March - April 2018, at Al Arabi Sports Club.

The site staff of MAN-METRIX formed six teams:

- ABAL
- LAND
- MAN Enterprise Head Office
- Metrix Head Office
- NMOQ
- PAST

This tournament reinforced a spirit of athleticism, friendship, and sportsmanship. NMOQ and the MAN Enterprise Head Office played against each other in the finals, with the latter winning the tournament.



NEW CERTIFICATES

METRIX | QATAR



Metrix upgraded TUV by DAKKS Germany



MAN ENTERPRISE | QATAR



ABAL - Certificate of Achievement



Certificate of Appreciation for Waste Paper Disposal

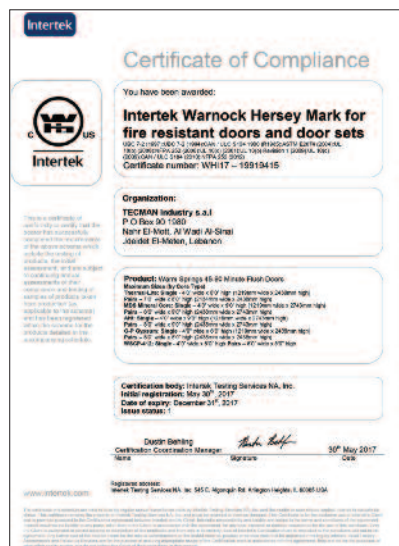
TECMAN INDUSTRY | LEBANON



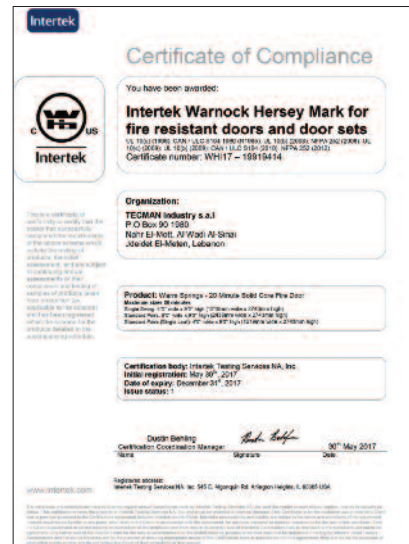
Tecman 2017 Certificate



FSC (Forest Stewardship Council) Certification



WHI17 - 1991415 - Certificate of Compliance Warm Springs 45-90 Minute Flush Doors



WHI17 - 1991414 - Certificate of Compliance Warm Springs - 20 Minute Solid Core Fire Door

MAN ENTERPRISE | LEBANON



PRESS ECHOES

Consortium of four exceptional companies from Cyprus and abroad takes over the construction of Limassol Del Mar



Snapshot taken from the contract assignment meeting



JOINT VENTURE



FT Weekend Middle East edition
Newspaper of the Year
SATURDAY 14 JULY / SUNDAY 15 JULY 2018

ADVERTISEMENT FEATURE

LIMASSOL DEL MAR REACHES NEW HEIGHTS IN CYPRUS

MAKE LIMASSOL DEL MAR YOUR HOME IN 2019

Limassol Del Mar, a landmark seafront development, is currently under construction, scheduled to deliver the first phase of luxury residential homes at the most exclusive destination in Cyprus in 2019. Located on Limassol's coveted coastline, an area that is currently undergoing substantial transformation, the world class development will stretch across an impressive 170 metres of sea frontage, allowing unobstructed sea views from the ground to the top floor apartments.

The construction works have been assigned to the consortium of companies, which includes Cyprus based Atlas Pantou Co Ltd and the three international construction giants: MAN Enterprise, ICM Group and CMB Societa Cooperativa. These companies have a wide expertise in the field of high-rise developments and the assignment was based on their eminent professionalism, successful history, international high standards and novelty.

Based on the scheduled construction plan, phase one will be completed and delivered in the autumn of 2019, and phase two in 2020. The second phase includes the delivery of all apartments in the "Signature Collection", the second tower consisting of 27 floors will offer a range of two to five bedroom luxury apartments and penthouses.

The new homes will sit within the wider Limassol Del Mar development and will feature beautifully crafted terraces with dual-aspect panoramic views across the Limassol coastline and beyond. After the immense success of apartment sales of phase one, which is now sold out, the success continues with the sales of the "The Signature Collection", exceeding every expectation and company target. The recently released lower floors of phase two have sold faster than expected with the higher floors to be released soon.

The overall investment is covered by the income from the apartment sales, which already ensures the funding of the project's completion. The strong sales position is testament to the project's international appeal and indicates a rising demand for prime real estate in Cyprus.

Limassol Del Mar is soon to become a destination in its own right, attracting residents and visitors alike to its thriving waterfront location. State of the art amenities will feature throughout the gated community, including an impressive commercial offering.

Le Plaza Del Mar. The plaza will be home to a signature restaurant and cafeteria along with an exclusive collection of high end boutiques. Residents will also enjoy an array of five star facilities including a spa, gym, residents lounge, concierge, club house, and an outdoor and indoor swimming pool.

A destination with international appeal, Cyprus can be reached in just over four hours from London, Moscow and Dubai, with direct flights running frequently. Prices start from €1.5 m for a two bedroom apartment.

For more information or to arrange a private appointment contact:
Limassol, Cyprus
T +44 (0)20 7205 2721
limassoldelmar.com/ft

LIMASSOL DEL MAR

Obtain more information only. Please contact us if you are going to invest.

Financial Times - July 2018

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