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EDITORIAL

12 years already in Doha. And the reason I landed in Qatar was a car accident. 12 challenging, difficult, rewarding creative and constructive years, building AKTOR Middle East, building with AKTOR. With AKTOR, the Airport, Stadiums, resorts. With the People of AKTOR, those who were always here, together. We had good times and tough times, and the heavy rainfall last November was certainly one of the latter. Long hours to recover, to deliver completely operational a key AKTOR Project, a milestone of our Qatar Construction portfolio, a landmark of the State of Qatar.

We were all together, long days and nights, workforce of every grade, dedicated, committed, loyal. Not only to AKTOR, but to ourselves, to our work, to our Colleagues, to our Customer, to the future of us all, in Greece, in Doha, in the Middle East. Because together we stand. And if it was not you, every one and all of you. We would not be here today. It has never been easy, smooth, perfect. But we know what we have done so far in Qatar, and we know that our achievements shape our reputation, make us who we are, professionally and personally, lead us to the future. It is not a matter of karma, nor of good will. It is a matter of understanding the Region, respecting the People, the Country, the Culture. It is about adjust and work, excel in Team, respect in person.

AKTOR is not the Management. It is the People, those who endeavor, who accomplish, who do not give up, who take responsibility. AKTOR is those who back and shoulder the effort regardless their grade, the time, the outcome. Those who are present and act. The recent heavy rainfall in Doha was an exceptional exercise of courage, hard work, risk assessment, crisis management, teamwork and unprecedented dedication of the People. FM, Construction, Management, staff, labor force, all together to respond to the stake, solve the problem, to fight together. And we made it. We struggled, we persevered, we bled. We overpassed our limits but we stood up. We delivered. AKTOR Middle East, AKTOR Qatar, entered 2016 mature, experienced, ready. Solid and firm. We move on, we keep up, we stand.

MARIA KOURIEOS, FM PROJECTS MANAGER

I was at awe of the rain that was falling heavily on Doha on the morning of 25th November, little did I know at the time of the impact it would have had on all of us! I remember checking with the site at just before 7:30, the report back was that everything was fine. Within 5 minutes my phone was on fire! Reports were coming in from everywhere that the rainfall was getting heavier in seconds. This continued through the drive in and when I got inside the building approximately 20 minutes later my knees turned to jelly. People were dumbfounded buy what they were witnessing...

CASE STUDY

November 25th Rainfall in Doha: Because a Smooth Sea Never Makes a Skillful Sailor

NOVEMBER 25TH

MAGAZINE

AKTOR has a major human potential back-up, that can be immediately mobilized, present and effective to withstand any hassle.

Mohamed Faruk, Maintenance Manager

Editors' Note

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They were all supportive to the max, and in full readiness to respond to all requests both internally and from the Client. We could never have made it without our People, tireless fighters, determined. Yes, the Top Management was there too, and this was an inspiration, a motivation, the feeling that AKTOR is us, is here. But mostly these People, regardless the grade or the shift.

ANIL KUMAR DAYMA, SITE OPERATIONS COORDINATOR

Was there 21 hours in a row. It was a situation unique, even for me having a 7 years’ experience with AKTOR. Nothing similar to this heavy rainfall has ever occurred in Qatar. At that moment, throughout the days and nights following, I could only wonder why. Why did this happen, why to us, why almost exclusively to this part of Doha. But at the end, I do not care about the answer. Because I did my best, we all did so. And we delivered the facility fully operational in a few hours only. We wanted to do it, we overpassed our personal limits, mostly for ourselves, and we did it.

What I consider crucial? That everybody for AKTOR FM was there, no one left, no one succumbed or abandoned under the weight of responsibility and work load. Mrs Maria Kowriees was with us at that moment, from the very first minute. Wet, caring, responsible, tenacious, fervent, positive, spirited, an inspiring person that I respect like my mother. And we worked hard, we tried, we made it. For us, for AKTOR and the Client. For a Project that has made us all proud and still does. A Qatari landmark.

RAKHES SNAIR, SENIOR TECHNICAL OFFICER ELECTRICAL

I am with AKTOR FM from the beginning, working, learning, and evolving. I have 2 kids, a boy 7 years old and a daughter 2.5 years old, back home in Kerala. I believe that what happened last November in the Airport, was an accident. Something we could not predict or imagine. In less than 1 hour, the entire City, as well as the Gulf region, was hit by this terrible rainfall. Major road axes flooded, Al Corniche, Al Waab among others, were closed for hours. 5-stars hotels, recently renovated, and shopping malls, suffered considerable damages.

But we gave this battle and finally, restored operations! I stayed there for almost 4 consecutive days. Because my Manager told me to be there, I was there.

Yes, I did it because AKTOR is my family here. I acknowledge difficulties, but I also appreciate that AKTOR shoulders us, has not left us alone that day. Top Management was next to us. Mr. Rados Rigos was there. For every one of us, as well as for the reputation of AKTOR too. He is like a brother to all of us, to me too. To support, to help, to participate to a common fight against huge quantities of water, against the clock, pushing our human limits to the maximum.

P. G CHANAKA DILIRUWAN, SHIFT MANAGER

I am the first AKTOR FM Manager. I joined 2 years ago. A great team, always busy and rushing to respond to Contractual terms and conditions. The Hangar is a precious gem for NDIA, for Qatar, for us. This incident was a challenge, a staked, a peak. To enhance performance, restore operations, satisfy the Client, honour the Company. Hard feelings? Well, as in every Organization, some listen, some do not. Some respect, some care, some praise, but some do not think that we need it to try harder, to reward respect, care and appraisal 10 times more. Some stand by you, present and strong, while others prefer the comfort of the office. So, no hard feelings at all.

RASU ADAPU, CIVIL ENGINEER

Been in Qatar for 10 years, being with AKTOR for less than 2. The rainfall was a milestone in my career: the way we dealt with it.

If I felt fear at any instance? It was not fear, it was a major concern: from the first minute I had to make people safe and minimize damages. There was a huge pressure, the water did not seem to stop falling, the rain was almost a cataclysm. But we all knew our duties: safe people, safe facility. And we took all necessary measures, and did what we were trained to do, in calm and in crisis situations: act professionally.

With Mr Costas Zantis and Mr Faruk, a team that went on the roof having taken all safety measures, we saw, we evaluated hard facts and implemented contingency plan.

“This incident was a challenge, a stake, a peak. To enhance performance, restore operations, satisfy the Client, honour the Company.”

– P. G. Chanaka Diliruwans, Shift Manager

If we could have done more? We did the most, everyone gave his best. As it was our home, as it concerned our family. Because the feeling of belonging I felt from the 3rd month I joined AKTOR FM, two years ago, is the feeling experienced by the whole Team: our Company.

MUKUND MOHANAN, SHIFT MANAGER, ELECTRICAL

What I recall from November 25th: The same that keeps me happy, motivated, result-driven: my Team. A patchwork of Nationalities and Cultures, solid like a rock, flexible like water, compelling like nature. People who do not need to go after them and check their job, they know their job and they deliver.

I am sad about the rainfall that caused so much trouble to the entire city of Doha. Though I know that we all stood up and assumed complete responsibility. And this is the reason I believe that we are appreciated by the Company and by the Client.
AKTOR QATAR MOMENTS

AKTOR Kids Christmas Party

The end of 2015 was marked by joyful events.

Mr Frosty the snowman, welcomed AKTOR-akia in a hall full of snowflakes.

In specially organized workshops, AKTOR kids designed and painted their tree ornaments.

Our 2.5 m tree was soon decorated with original handmade creations.

Children from various cultures mingled, playing, dancing, singing, laughing, and made this Party exceptional.
More than 2,500 people from different Countries live in a residence complex with plenty of recreation facilities, such as cricket, football, basketball courts. Hard working, they are also creative and inspired when it comes to celebrating their homeland festivities and international events.

12/11/2015 | DEEPAVALI CELEBRATION

By the end of 2015, the Hindu Community, honored the celebration of light over darkness, Diwali. A stage was set and decorated, while music motivated all Shahaniyans to dance and enjoy a great evening. AKTOR assisted this celebration, offering audio and light systems, a festive dinner, and actively participated in the party, underlining the importance accorded to each and every different culture and religion shaping and forging AKTOR family.

AKTOR Qatar Moments

Shahaniya Moments

AKTOR new workers Village in Shahaniya is fully operational since 2015.

1/1/2016 | 1ST AKTOR CRICKET TOURNAMENT

On January 1st, the first AKTOR cricket tournament took place in Shahaniya. Red Devils, Eleven Stars, Kerala Blasters, Shahaniya camp, Seven Stars, AKTOR stars, Eleven Riders, ADCC Blasters, competed with joy aiming at getting to the final and hold the Trophy! The entire Shahaniya Community was supporting and motivating their mates and co-workers in every match.

The final was outstanding. Fair-play spirit characterized both: AKTOR FM Red Devils and ADCC Master Blasters, played like pros for more than 3 hours and 45 minutes. Though, rain and strong wind led to the postponement and rescheduling of the Final.


For 2 and half hours, spectacular shots, back spins, cuts, drives, slogs, deliveries and more, made this Final unique, as both Teams played to the best of their ability, technique, performance. FM Red Devils took 165 runs (against 137 taken by ADCC Master Blasters), and became the 1st AKTOR Cricket Tournament Champions!

The traditional coin toss held by Paris Kallitsantsis AKTOR Middle East Operations Manager and Nikos Rigas, Projects Director, following the instructions of the team captains.
Under the theme: “20 years of premium environmental management – High Level Conference on EMAS: learning from front runners, promoting best practices, and exploiting the full potential of green growth”, Organizations with remarkable portfolio in environmental management and experiences were highlighted.

In an extraordinary ceremony, hosted by ECB Vice-President Vítor Constâncio, and numerous EU officials, AKTOR S.A was acknowledged and awarded as the unique front-runner in Greece, implementing EMAS eco-management Standards to its Projects.

For more than 60 years, AKTOR S.A., has set Sustainable development, as core Corporate priority, respecting Communities, people, and the Environment, in complete compliance with International and European standards.

EMAS Award honors the laborious efforts and commitment of AKTOR S.A workforce, to ensure sustainable development and delegate a better future to the next generations. Furthermore, this Award, underlines AKTOR S.A diachronic vision and mission to actively contribute in building this future in Greece and abroad.

AKTOR family acknowledges that the inspiration, concept, establishment of its Corporate Environmental Responsibility in its entire set of Projects, belong to Loukas Giannakoulis.

As a sincere expression of gratitude and recognition, AKTOR S.A. dedicates EMAS Award to Loukas, a creative professional, visionary architect, an exceptional Man who valued the Environment as his habitat.

This dedication consists the vivid motivation to all of us in ELLAKTOR Group to honor this legacy.

AKTOR QATAR MOMENTS

AKTOR FM 2nd Year Anniversary!

AKTOR FM (contracts FM10 & FM11) celebrated in December, the 2nd anniversary of the contracts. This special occasion was marked with a party and cutting of a cake. Senior Management from AKTOR as well as HIA FM attended.

Mrs Maria Kourieos, FM Projects Manager, spoke on the occasion and thanked everyone for their hard work and commitment that made possible to have these contracts and hopefully many more in the future. Also thanked them for their support during the heavy rainfalls on the 25th of November, where everyone worked tirelessly to get the hangar dry, clean and operational within hours.

Mr. Nikos Rigas, New Doha International Airport Projects Director expressed his appreciation to everyone underlining that “We, AKTOR, are here thanks to you. Your commitment, your loyalty to AKTOR, your determination to overcome the difficulties, your hard work, cannot be praised enough. You are the soul and the power of AKTOR, you are AKTOR as you build, you maintain, you care, because you are omnipresent and willing to try harder, because you consider AKTOR as your family, even far from home. And for your efforts, our gratitude, respect and acknowledgement are unconditional and constantly renewed”.

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- Mr. Nikos Rigas, Airport Projects Director

GROUP DISTINCTIONS

European Eco Management & Audit Scheme (EMAS) Award for AKTOR S.A.

On November 13, at the occasion of the 20th anniversary of the European Eco-Management and Audit Scheme (EMAS), the EU’s environmental management instrument, an international conference was held at the European Central Bank headquarters in Frankfurt.

Under the theme: “20 years of premium environmental management – High Level Conference on EMAS: learning from front runners, promoting best practices, and exploiting the full potential of green growth”, Organizations with remarkable portfolio in environmental management and experiences were highlighted.

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ALI BIN HAMAD AL – ATTIIAH ARENA

Sustainable Project of the Year Award

Ali Bin Hamad Al – Attiiyah Arena continues to make us proud: on December 9th, 2015, one of AKTOR Qatar milestone achievements, was awarded the Sustainable Project of the Year Award at the Construction Week Awards 2015 for the Middle East.

During a gala event in Dubai, AKTOR Qatar received this prestigious award for the Renewable Energy (Photovoltaic) System we have installed at “Al Sadd Multipurpose Hall” roof.

The judges commended the project for being a pioneering feature arena, the first sports facility in Qatar to engage in demonstrating sustainable practices.

They took mindful notice of the delicate installation process that preserves architectural aesthetics and praised it as the first symbol of a low carbon 2022 games.
**DISTINCTIONS**

**Guinness World Record 2015: The Gold Line Team**

On Tuesday 15/12/2015 Qatar Rail received officially the Guinness World Record certificate for “The Largest Number of Tunnel Boring Machines Operating Simultaneously in a Single Project”, marking a 20 TBMs milestone for large-scale transport projects in Qatar and across the Gulf region.

The certification process for Qatar Rail was the successful outcome of a rigid process undertaken by the Guinness World Records Authority led by Professor Arnold Dix, with a verification committee of 20 inspectors. Each TBM was filmed in action. Inspectors were also given Geographic Information System (GIS) data, confirming works and status of all TBMs.

An important part of this success belongs to the entire ALYSJ JV Team. Dynamic, efficient, strong, meticulous, this Team operates 6 of the total number of TBMs in Doha, while the rest of them were operated by the Red Line North, Red Line South and Green Line teams.

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**From Left to Right**

Kim Milton Knudsen, Senior Project Manager, Qatar Rail
Jacobus Conradie, Deputy Project Director, PMC
Remy Vandenbussche, Project Director, PMC
John Tsimekis, Tunnel Construction Manager, ALYSJ JV
Sanjeev Mandal, Resident Engineer Tunnel, PMC
Sunit Saurabh, Resident Engineer Tunnel, PMC

**ALYSJ JV Teams collective effort keeps bringing important results:**

- 2166 rings were installed in a single month by all six (6) TBMs together (output January 31st)
- Good performance was marked the week ending 8/1, with 540 rings set
- TBM 2 Team has done 164 rings in a week (ending 29/1), marking a Doha record so far (all Metro Lines concerned)
- 70.6% of the full tunnel length is complete, overpassing the Target CMP 10901, by total till January 31st: 11017

**Greek Ambassador visit to Gold Line Metro site**

"...bringing together people from a multitude of nationalities and cultures, sharing the vision and dedication to deliver the Historic Line on time."

On January 5th, 2016, the Ambassador of Greece in Doha, Mr. Ioannis Metaxas, visited the Ras Bu Abboud Station. Accompanied by Mr Paris Kallitsantasii, Middle East Operations Manager, he enjoyed a detailed site tour to a landmark Project in the Country, by Mr Michael Marxer, Station Manager. Curious and impressed at the same time, the Ambassador praised the teamwork of ALYSJ JV, bringing together people from a multitude of nationalities and cultures, sharing the vision and dedication to deliver the Historic Line on time. He also expressed his satisfaction that so many Greeks, skilled and experienced, participate in this Project, from the northern border in Evros to Crete and from the Ionian to the Aegean islands, from Ikaria, Chios and so many others.

Nevertheless, the Minister of Finance Ali Shareef Al Emadi said that the shortfall will be covered through “debt instruments” in the local and international markets. He added that the budget will sustain spending in key sectors like infrastructure and transport, with special focus on railways, health and education, as well as other projects tied to Qatar’s hosting of the 2022 World Cup. The outlay made for these sectors, represent 45.4% of the total expenditure in the 2016 budget, while the allocation for major projects in Qatar would go up by QAR 3.3 bn to QAR 90.8 bn in the fiscal 2016.

Minister Al Emadi emphasized that the State Budget for 2016 highlights the government’s “keenness on sustainable development” and concluded that the 2016 State Budget would not source funds from the country’s reserves at Qatar Central Bank or the investments of QIA. “Qatar has accumulated strong financial reserves at QCB and made significant investments through QIA during the period of high oil and gas revenues. "Qatar will maintain and reinvest these reserves and investments to further enhance the country’s financial position.”

**QATAR NEWS**

**Qatar Budget 2016 will maintain Infrastructure & Transport Projects Investments**

Qatar Budget 2016 will maintain Infrastructure & Transport Projects Investments.
OBITUARY

On Tassos Naoum: a Friend, a Mentor, a Companion

It is with great sadness that I inform you of the passing of Tassos Naoum, a distinguished member of AKTOR family.

Tassos Naoum’s entire career was with AKTOR, making him part of AKTOR edifice, soul, path and values. With a strong educational background, Tassos graduated from the National Technical University of Athens as a Civil Engineer and obtained a Master Degree in Construction Management from Heriot Watt University in Edinburgh. His professional life started with AKTOR in Greece in 1993 and continued in the Middle East when he pioneered the market in 2004.

During his career in Greece he served in a number of positions ranging from Site Engineer to Projects Director, working on challenging projects all over the country. His first Middle Eastern appointment was in Doha in 2004, where together with Nikos Rigas, led a small team, which managed to succeed in securing two major projects in Hamad International Airport. It is this successful effort that allowed the growth of the company in the Middle East and the subsequent award of the Gold Line Project.

Next stop was Oman, where Tassos led AKTOR’s successful venture in the country for five years. Then, Tassos moved to the UAE for three years before returning in 2014 to Qatar to undertake a very critical position in the newly acquired Gold Line Project which was his current appointment up to the tragic event. He became a leader more than a director, one of these rare old-school personalities who care and shoulder, with the inspiration to try harder, to compete with ourselves, to excel, to deliver, to learn from failure, to enjoy work, creativity, success. Talented, hard-working, committed, teammate, encouraging, Tassos was an example to all of us, mostly for his Ethos and Values.

Without any warning signs, his sudden demise on Friday the 22nd of January, which was due to natural causes, plunged us all in shock. On behalf of AKTOR and ALYSJ JV I wish to express our sincere condolences to his family, his beloved wife Maria and daughters Iphigenia and Aspasia. Their loss is painful beyond words, nevertheless, we stand by them, to honor the memory of Tassos and assist them to overcome their loss. Tassos’ memory will be with us forever.

Dimitrios Kallitsantsis
CEO of AKTOR S.A., Chairman of ALYSJ JV Steering Committee
Doha, January 24th 2016

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