

UEM Group Bhd  
Group Managing  
Director and CEO,  
Dato Izzaddin Idris



## EXCITING TIMES & PROMISING OPPORTUNITIES FOR UEDI

By Aniruddha Ghosh

UEM Group Bhd recently announced its Strategic Plan 2010-2015. Addressing a press conference, UEM Group Bhd Group Managing Director and CEO, Dato Izzaddin Idris divulged some ambitious 'stretch' plans for the 44 year old conglomerate proposed to be achieved in the course of the next 5 years. As per the Strategic Plan 2010-2015, the UEM Group aims to quadruple its revenue from RM 8.2 billion to RM 30 billion. Net profit is expected to increase from RM 600 million to RM 3 billion.

In order to achieve these targets, the Group will be looking to enhance integration and reorganize its operations where the Group will optimize its resources, raise productivity,

maximize synergy and reduce duplication to be more effective and competitive resulting in efficiency across the board. The Group intends to build a consolidated and focused business model wherein it will concentrate only on four core areas of business in which it has proven capabilities and a solid track record viz. Expressways, Township & Property Development, Engineering & Construction, and Asset & Facility Management. The aim, therefore, will be to create a leaner and more specialized business focus resulting in better productivity.

The engineering & construction arm of the UEM Group is UEM Builders Bhd, which was taken private two

years ago. Over the next five years, the engineering & construction division is expected to be the main growth driver for the UEM Group. In fact, as per the Strategic Plan 2010-2015, the Group expects to augment its revenue from the engineering & construction division from 32% in the last fiscal year to almost 50%. Should this target be achieved, then the engineering & construction division will overtake the expressways operations, which was the largest contributor of revenue for the Group last year at 41%.

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**UEDI's strategic partners:**



**EXCITING TIMES & PROMISING OPPORTUNITIES FOR UEDI**

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Discussing the engineering & construction operations, Dato Izzaddin Idris said that “We are very keen to participate in mega projects such as the RM 7 billion light rail transit (LRT) extension project.” UEM Builders Bhd’s construction order book now stands at RM 3.7 billion. Some of its major projects include the RM 4.5 billion Penang Second Bridge and the RM 9 billion Pahang-Selangor Raw Water Transfer projects.

The Group’s future projects will continue to come from emerging markets with growth potential such as Indonesia, the Middle East and India. The Group intends to raise its overseas revenue contribution from 19% to 45% by 2015. In its Strategic

Plan 2010-2015, the Group has also factored in the ever-increasing globalization of economies, and with a view to counter this, the Group intends to strengthen its position and continue its engineering & construction foray in the international arena with special emphasis on Brunei, Indonesia, the Middle East and India. This is because the potential in these markets is enormous. In India alone, the Government has allocated a staggering US\$ 500 billion (RM 1.6 trillion) for infrastructure development over the next five years.

This is where UE Development India Pvt. Ltd., in the coming times, will have a crucial role to play in the scheme of things under the UEM Group’s Strategic Plan 2010-2015. The aim will be to continue to form partnerships with other construction and infrastructures players in bidding for projects since this method is a win-win approach for both parties wherein both parties will be able to leverage on each other’s strengths. Till date, UE Development India Pvt. Ltd. has completed highway projects in over 10 states in India, connecting over 700 km of roads. Integrating toll plaza booths, flyovers, bridges and underpasses in addition to highway maintenance contracts has been a conspicuous forte for the company.

Aligning itself with the UEM Group’s Strategic Plan 2010-2015, UE Development India Pvt. Ltd. has recently bagged the following two new prestigious projects –

- Construction of four laning works for Ghaziabad-Aligarh section of NH-91 from Km 23.600 to Km 62.600 in the State of Uttar Pradesh (Package No. 1,2 and ROB at Dadri) from M/S. PNC Infratech Ltd. for Rs. 368,22,15,462/-
- Joint Venture between UEM Construction Sdn Bhd, UE Development India Pvt. Ltd. and Opus Properties Ltd. to carry out the business of infrastructure works, building construction and engineering activity for various projects worth in excess of Rs. 3000 crores.

Things are, therefore, looking encouraging for UE Development India Pvt. Ltd. A lot of frenetic activity is expected in the coming months as UE Development India Pvt. Ltd. looks to assert itself as one of the major engineering & construction players in India. These are exciting times and promising opportunities to allow UE Development India Pvt. Ltd. to reinforce its position in the marketplace and to enable it to attain a stronger competitive position that could improve its bottom line in the long run. As Dato Izzaddin Idris aptly stated “The refreshed UEM Group will be more resilient, agile and efficient in delivering big results.”

# Two Days of Ecstasy during SFA 2010

By Santanu Bhuyan

Still remember the day when we assembled early in the morning of 24th April at our Bengaluru office for SFA 2010. We were all pumped up and drenched in adrenaline with excitement. Much as I savored the thought of the training programme and of interacting with new people at the event; the thing even more special was the prospect of ample fun and frolic. It was indeed heartwarming to meet many of our site personnel from various project sites like TA, TT, Rewari, Ansal, Mumbai and Package-2. The presence of Ms. Angeline of UEMB from New Delhi also graced the occasion.

After a light breakfast which was followed by a photo session, off we went heading towards Angsana Resort located on the outskirts of Bengaluru. The bus ride from UEDI headquarters to the resort was initially a peaceful and pleasant one, but was innovatively disrupted by some aggressive merrymaking and Antakshari sessions. It was a whole lot of fun.

We reached the resort at around eleven in the morning and most of us were pleasantly surprised to be warmly received by some of our teammates notably Mercy, Prathima and Mr. Gan. The accommodation was luxurious and it took us no time to settle down in our respective rooms.

The proceedings began sharply at noon in the Conference Room aptly named “Burgandy” as the décor did entice many of us towards its alcoholic counterpart. Initially it was an avalanche of anthems – the Indian National Anthem followed by the Malaysian National Anthem and finally the UEM Anthem. After a brief welcome note by

Mr. Zainal, Dr. Jamaliah and Mr. Hato accompanied by Mr. Zaidi enthralled everyone with their potpourrie of HR exercises. Some of them were serious stuff yet they made it so easy.

Lunch at “Tangerine” was a sumptuous affair and later it took all of us a great deal of effort not to head towards our respective rooms for an afternoon siesta. Post lunch session of Dr. Jamaliah was even more engaging. An opportunity for stage acting was given to all in which the trio of Bhaskar, Suresh and Shoban and the duo of Lalita and Mr. George Kutty stole the show. This was followed by a much needed refreshing cuppa at 5 PM.

All of a sudden, a sense of panic pervaded the atmosphere as all aspiring singers and dancers had only about two hours to rehearse for the Magnum Opus. The cultural show began with much aplomb at seven in the evening to the pulsating beats of “Bhangra”. It seemed as if all the men had metamorphosed themselves into “Punjab-daputtars”. The ladies upped the ante too. I was lovin’ it (I have never liked burgers at McDonald’s though!).

The Malaysians, not to be left behind came up with their wonderful performance of Joget dance which was indeed a treat to watch. All one could surmise from the event is that UEDI is laden with the crème-de-la-crème of dancers.

Bhangra was followed by a rendition of an old Hindi number “Neele Neele Amber Tak” by Kulkarni accompanied by me on the guitar. It was followed by yet another Hindi number by Mr. Kulkarni, Nancy and Sheetal.

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The start of a 2 day SFA.



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However the pick among all singers was Shantala whose rendition of the “Woh Chalee Woh Chalee...” was impeccable. These happenings seemed to have a domino effect as there were two surprise performances – one by our Project Managers’ rendition of the all time classic “Hotel California” and another popular number sung by the senior management. The serendipitous discovery from this performance undoubtedly was Mr. Zainal’s extraordinary singing capability.

The 30-minute break that followed thereafter provided the thirsty souls with their much needed fixes. The victuals doled out of the barbecue were simply delicious that needed just the right amount of beer to be washed down. Some of the ladies were also observed tinkering with their tall glasses filled with amber colored liquids – apple nectar or the other nectar – it’s your guess.

Then followed the pièce-de-résistance of the programme – the Fashion Show and dance performances by Ruma, Prathima, Mercy and the duo of Nancy and Sheetal that left the audience mesmerized. The centres of attraction in the evening, however, were Suresh and Ruma in their wonderfully designed attire.

Dinner at nine was just appropriate as one needed the strength to face the highs and lows of Tambola. Lady luck seemed to be in Mr. Kulkarni’s and Mr. Sayeed’s favor as they bagged the plump prizes. Some in the crests and some in the troughs of their moods by the outcomes of the game, everyone retired to their rooms at ten to catch a few winks and be fresh and relaxed for the challenges that lay ahead the next morning.

The morning after, it was a pleasant sight to find everyone dressed in their workout outfits in the playground. It seemed everyone had had a good night’s sleep and were much eager to stretch their adipose frames. It is another matter though that our bodies ached like hell for the next few days. The hour long exercise session included some really exotic body stretching techniques contributed by some of us. These, I suspect, must have been invented impromptu, considering the rather agonizing after-effects many of us faced in the following days. But it was great entertainment too, especially for those in the back rows, who had the opportunity to watch others perform these gravity defying acts. For me, who considers himself a health freak now-a-days, had the rude awakening of the tremendous scope for improvement as far as my body fitness was concerned. It reminded me of the poem by the great bard Robert Frost – “... And miles to go before I sleep...”.

Few torn ligaments later, Dr. Jamaliah took charge again and carried out two more sets of HR games. One of them involved forming teams that represented organizations and carrying ‘profits’ to the Board. Thanks to Dr. Jamaliah’s ingeniousness, the ‘profit’ was nothing but a member of the team and each team had to carry the ‘profit’ as high as possible through a considerable distance. As one would suspect, she being the ‘Chairperson of the Board’ wanted only the fatter and heavier members as ‘profits’ resulting in a great deal of agony as well as fun among the teams.

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**“This was my first office outing which involved an overnight stay with colleagues. I must admit I had a great time interacting with my office mates as well as those from the project sites. “**

**Nancy, DCC**





From this exercise, Dr. Jamaliah inferred that we at UEDI are lacking in an important aspect of a team and that is trust. On a serious note, we really need to introspect and build among ourselves a level of trust so that we could perform even better as a cohesive unit.

Breakfast was again a grand affair with a mélange of food items ranging from Oriental to Indian to Continental. Some of us even enjoyed ourselves a post-breakfast round of swimming and water volleyball while some simply wandered around the peaceful and calm surroundings in search of nirvana. With a heavy heart, for the one last time, we all clicked away as many photos as possible of the picturesque resort.



The prize distribution ceremony for the various events that were held the day earlier followed soon and the jury seemed to have done a great job as almost everyone was seen carrying a prize. The closing note was delivered by Dr. Jamaliah with a promise to meet us again next year.

The bus ride back home was not only fun but also filled with nostalgia for many of us. Hats off to our dear colleagues notably Mr. Ambala, Mercy, Prathima and others for making the event happen as well as entertaining. Last but not the least, Mercy deserves a special mention for her role as MC, which she carried out with great panache. All UEDItes will look forward with great expectations to SFA 2011.

# ALLIANCE CONTRACT: - What is an Alliance Contract?

By Samir Pansare

What is an Alliance Contract?

An alliance contract is, legally speaking, a contract like any other. The essence of an alliance contract is more in the process than in the formal contract. The foundation lies in the different approach to co-operation between clients and contractors. Trust instead of distrust is the basis of an alliance contract, although a clear and transparent contract is still needed to support this spirit of trust. An alliance contract seeks to move away from the traditional “adversarial” approach in which parties are first of all competitors. Alliance contracts involve a collaborative process which aims to promote openness, trust, risk- and responsibility-sharing and the alignment of interests between clients and contractors. The focus is on the best arrangement for project delivery rather than on self-interests, typical of traditional contracts.

What is an Alliance Contract strategy?

An alliance contract requires a different strategy from traditional contracting. Parties will in an early stage of the project seek to align their (commercial) interests and avoid win-lose scenarios. They will accept a collective responsibility for risk, performance and outcome (gain-sharing / pain-sharing) and avoid a blame culture. Parties will at the soonest possible stage start forming integrated teams to work out strategies from which both parties, and the progress of the project, will benefit.

How does an Alliance Contract differ from a traditional contract?

First and foremost the difference between alliance contracts and traditional “adversarial” contracts lies in the underlying premise of the contract.

The construction industry as a whole, has to care for its commercial interests in order to survive and prosper. Protection of these interests absorbs a huge proportion of intellectual and professional energy. The commercial imperatives can divert the industry capability away from core business. This diversion of capability, intellect, attention and energy away from project construction is a major inefficiency. This win-lose attitude leads to inefficient allocation of intellectual and professional resources. Traditional forms of contracting cause parties to adopt defensive behaviour, which leads to adversarial relationships and therefore to misdirected efforts. Alliance contracting removes the necessity for diversion of effort into protection of commercial interests by seeking an alignment of commercial imperatives. This alignment makes possible joint management

of the risks and the project as a whole, resulting in a more effective process.

An example of how the alignment of interests works: Normally a contractor profits from a longer-lasting project, while the client profits from the earliest possible delivery. In an alliance contract parties may agree to share an early-delivery bonus, so that both parties have the same interest: A speedy delivery of the project.

How does an Alliance Contract differ from partnering?

Partnering is in itself not a contract. A partnering charter may run parallel to a traditional contract providing guidelines to the relationship amongst the various partners. Alliancing is sometimes seen as an outgrowth of a partnering relationship which results in a legally enforced contract.

What does the Alliance establishment process look like?

The procurement process for an alliance contract is quite similar to a traditional procurement process. In a typical procurement process, pre-qualification of four to six alliance partners is awarded based on the responses to the Expression of Interest (EOI) documents. Interviews then take place with these parties, after which two contractors are short-listed. After further and more detailed interviews, questionnaires, on-location visits and/or third-party references, the final selection is made and an Interim Project Alliance Agreement (IPAA) is signed. On the basis of the IPAA project planning, design and investigation commences. This will result in a Target Cost Estimate (TCE). As soon as parties agree on the TCE, the contract can be signed and the alliance is official.

What does an Alliance Contract look like?

Especially the first part of an alliance contract will clearly differ from a traditional “adversarial” contract, as the contracting parties set out the alliance principles, good faith commitments, an alliance board is established and no-dispute provisions are adopted. An alliance contract will as much as possible consist of contract arrangements that drive parties together, rather than apart.

If a major change of scope or direction in the project occurs, the alliance board may decide to adjust the TCE, which is the basis for gain-sharing / pain-sharing. Notably lacking in an alliance contract are firm time and cost obligations and liability is limited to wilful default. A model alliance contract may include the following categories of documents:

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# Alliance Contract

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- a deed of agreement that defines the terms and conditions of the agreement,
- annexes containing the client's project requirements,
- schedules in which the tenderers placed their replies to the client's project requirements,
- General Conditions of Contract and
- technical specifications. In the contract the non-financial components such as administration and plans for the environment, communication and workplace health and safety may be modified to suit the particular needs of the project. The commercial arrangement can be modified to reflect gain-share and pain-share provisions and key performance indicators.

The author of the model contract will determine how the project design and construction risks are to be distributed between the contractor and the client. This distribution can be revisited during the tender assessment and modification phase to reflect the contractor's preferred distribution of risks. All the basic elements of a traditional contract can also be found in an alliance contract, only often less detailed, with a different way of risk allocation.

What are some of the characteristics of an Alliance Contract?

An alliance contract is not a formal form of contract and as yet it is not a very common form. Still, its essence can easily be grasped. An alliance contract does not solely rest on legal clauses; non-legal considerations such as trust, openness and a collaborative and constructive mentality also play an important role.

In fact, the choice of form of contract is less important than it might seem. If parties share a constructive and collaborative attitude from the beginning, then the best form of contract should automatically follow from that approach.

Does an Alliance Contract pose the danger of leading to conflict?

Working in an alliance contract does not lead to conflict or confusion, even though in the contract far less emphasis is on legal considerations and on time and cost obligations than might traditionally be expected. Conflict is avoided by defining the nature and the extent of the co-operation at an early stage of the project and by establishing an effective alliance board which, if and when necessary, can intervene as a deadlock breaker.

Is an Alliance Contract more complex and time-consuming?

An alliance contract cannot function without a true spirit of co-operation. This means that parties have to invest in better and more frequent communication which might seem to be a negative. On the contrary, however, this investment in frequent communication means that time is often saved in other areas. For instance, the client and contractor work much more closely as a team and are far less competitive, especially since these teams are created early on in the project. In addition, the alliance board plays an important role in mitigating conflicts and increasing efficiency.

What is the role of the Alliance Board?

Traditionally all the eventualities of a project are dealt with in the contract. Contracts are therefore often very detailed and do not allow much room for flexibility. The traditional contract is often the product of long and difficult negotiations and parties are therefore reluctant to open the contract again. In contrast, a good alliance contract has a major instrument to promote the spirit of co-operation necessary to making an alliance contract a success: The alliance board. The alliance board has a mandate to deliver the project in accordance with the agreed goals. Many of the decisions of this board will be taken in the planning phase, but some will be taken during execution.

The alliance contract is much less detailed and leaves many of the decisions to the alliance board. Decisions are therefore often taken at a more appropriate moment when additional information is available, information that may not have been available at the time the contract was signed. Traditional contracts often contain provisions which prove to be unrealistic as a project progresses. It takes time to correct these false assumptions and thus time is saved when decisions are taken at the right moment. The alliance contract will have enough provisions and checks and balances to prevent the spirit of co-operation from turning into tunnel vision.

How are disputes resolved?

In an alliance client and contractor release each other from all liability except in the case of "wilful default". Disputes have to be amicably resolved in the alliance board, although sometimes (not in a "pure" alliance contract) an ultimate deadlock breaker has been appointed.

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# Alliance Contract

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The philosophy here is that rather than spending time and energy on apportioning blame, the better approach is for the parties to work co-operatively to overcome the problem on a cost-effective basis. Similarly the design process, unconstrained by liability apportionment issues, is intended to be more innovative, iterative and co-operative.

Do Alliance Contracts lead to a different way of risk allocation?

Traditional contracts recognise different ways to allocate (the responsibilities for) risks and the same is true for alliance contracts. Still, it can be said that alliance contracts tend more toward risk sharing and less toward allocating the risk to one party. This is the logical consequence of co-operating in the early stages of a project. Early co-operation also provides the possibility of an early risk analysis. An early analysis is a condition for the attribution of the risks to one of the parties, preferably the party that can steer the risk.

What are the major advantages of Alliance Contracts?

Alliance contracts can diminish the threat of disputes through a more co-operative approach between principals and contractors, which leads to several advantages:

Most risks remain within the alliance which has included a provision about this in the TCE. The contractor is entitled to be reimbursed for all direct costs even in the case of delay, negligence, cost overruns or defective design.

More contractors are likely to bid on projects because of the shared liability exposures and a greater ability to prevent and pass through cost increases and delay risks.

The design process can in principle be more innovative and co-operative when unconstrained by liability apportionment issues.

What are the disadvantages?

In most alliance contracts time and cost obligations are notably lacking; the emphasis is on the result, e.g. delivery of the project, and less on the road that leads to the result. This brings with it a degree of uncertainty about budgets and delivery dates. If a project has an inflexible completion deadline or inflexible budget, then an alliance contract could lead to major problems. Unfortunately, but understandably, the industry is more often than not confronted with inflexible deadlines or budgets. Government agencies, which are often the client, do not in general have the liberty to engage in projects with open deadlines or budgets.

The organisation of an alliance contract can also be much more difficult as soon as more than two parties are involved. With three or more parties, an alliance board may easily become unmanageable. Parties may therefore prefer a traditional contract with all the usual certainties. Also, third parties confronted with an existing alliance contract may wish to deal only with either the contractor or the client, not with both. In an alliance contract three can seriously be a crowd.

Third-party involvement may even lead to a conflict of interests. Nowadays the willingness to work in an alliance can be one of the selection criteria for a construction contract. But, because of obligations deriving from relationships with

third parties, forming an alliance contract may turn out to be difficult.

Can Alliance Contracts be financed?

At first sight, the shortcomings of an alliance contract on traditional bankability issues, such as certainty of time and cost, appear critical. Still, banks are more and more coming to terms with the concept of alliance contracts.

For this they rely on:

- Enhanced due diligence: not just on technical and engineering issues, but also, and perhaps most importantly, on the alliance track record of the participants. Have they got the right background, people and systems, and a genuine commitment, to make it work?

- Financing structure: This will need to be prepared for reasonably foreseeable overruns by various means, including: -more equity, or contingent equity, in the form of sponsor standby commitments triggered by delays or cost overruns, or even sponsor completion guarantees; and -cost overrun debt facilities, typically attracting a higher margin and repayable by a cash sweep.

- The alliance contract itself will contain such mitigants as: -a gain-share / pain-share mechanism which seeks to achieve an alignment of commercial interests; -a reasonably prescriptive process for subcontracting and direct procurement;

- a “reserved powers” provision under which particular topics of concern (e.g. functional or output specifications, emergencies) are taken out of the jurisdiction of the alliance board and placed under the exclusive control of the client; and

- banks will generally prefer to see a deadlock breaker to cover any prolonged failure of the alliance board to agree on a material issue.

- Insurance: Professional indemnity insurance in particular will need special wording to make it effective despite the exoneration of the contractor for negligence and defective design.

Is an Alliance Contract always the best option?

Alliance contracts are by no means the only form of contract for the future. Traditional contracts probably remain the most appropriate form of contract for small-scale, straightforward, short-term jobs. In such cases alliance contracts may be overkill, because they need time, energy and devotion to succeed.

Furthermore, not all parties can easily adopt the spirit of trust and co-operation that is essential for an alliance contract to succeed. A client or contractor, who feels more secure with a clearly defined legal contract, without too many non-legal considerations (“I prefer a good and sound contract, just in case things go wrong”) is well advised to work according to a traditional form of contract. Still for large-scale, complex projects which require long-term planning and execution, an alliance contract offers a unique opportunity to work in a cost-efficient manner that can result in a win-win situation for contractor and client.

## HOW REAL ESTATE INVESTMENTS WILL SHAPE UP UNDER DTC

Mint, Sonu Iyer

<http://www.livemint.com/2010/07/28213155/How-real-estate-investments-wi.html?h=B>

Recently, I met up with my childhood friend Rahul over a cup of coffee. In the course of our discussion, Rahul mentioned how he has been actively investing in real estate over the past decade and the well-thought-out strategies he has applied to ensure decent returns from his investments. When I heard about his future plans for continued investment in real estate, I shared my perspective on the need for a "reality check" on anticipated earnings in the light of the proposed taxation policies and the fact that the real estate sector on the whole and big (real estate) firms are still reeling under the impact of the slowdown seen in the last couple of years.

Rahul listened patiently as I decided to take him through some of the changes proposed under the Direct Taxes Code (DTC) that shall impact investment in real estate. I shared the flip side as well as the upside to help him make informed decisions and tailor his return expectation accordingly.

Sonu Iyer is tax partner, Ernst & Young

## REAL ESTATE PRICES RISING DUE TO EXCESS LIQUIDITY

Financial Chronicle, Manju AB & Sneha Shah

[http://e.mydigitalfc.com/DCF/DCF/2010/07/29/ArticleHtmls/29\\_07\\_2010\\_008\\_023.shtml?Mode=1](http://e.mydigitalfc.com/DCF/DCF/2010/07/29/ArticleHtmls/29_07_2010_008_023.shtml?Mode=1)

The RBI is sure the liquidity and demand pressures will make bank credit dearer and if sectors like real estate witnesses' abnormal price hikes, it would use a combination of tools, including provisioning for lending. RBI deputy governor Subir Gokarn speaks

about the policy action and its implications.

Excerpts

Your rate hikes were meant to harden interest rates, but that does not seem to be happening?

I would challenge that perception. First, we have moved very decisively from a liquidity surplus scenario where transmission is diluted by the excess liquidity to a situation where we have liquidity deficit, we are injecting liquidity into the system. In a liquidity deficit situation, there is much greater pressure on banks to raise lending rates.

Second, credit is starting to accelerate and becoming broad-based.

## REALTY BOOM TO HEAD NORTH

Hindustan Times, Naresh Kamath

All roads in the construction industry will soon be leading to the north of the city. The state government's recent decisions regarding increasing floor space index (FSI), easing of Coastal Regulatory Zone (CRZ) rules and redevelopment of the Bandra Government Colony, will ensure a fresh supply of homes in a couple of years. The state has also decided to give buildings built before 1969 higher FSI for redevelopment.

Real estate experts say considering the limitations of the island city, the suburbs are the best destination to create adequate housing stock. "The island city has no space considering the dense population and old infrastructure that is now crumbling," said Sukhraj Nahar, director, Nahar Group, which is building a township at Powai. He said the suburbs have always been an attractive option because real estate rates are comparatively lower here.

## PPP PANEL APPROVES 198 PROJECTS

Financial Chronicle, New Delhi

[http://e.mydigitalfc.com/DCF/DCF/2010/07/29/ArticleHtmls/29\\_07\\_2010\\_008\\_008.shtml?Mode=1](http://e.mydigitalfc.com/DCF/DCF/2010/07/29/ArticleHtmls/29_07_2010_008_008.shtml?Mode=1)

The government on Wednesday said the Public-Private Partnership Appraisal Committee has approved 198

infrastructure projects involving an investment of Rs 166,518 crore till June 2010.

"Up to June 2010 the PPP Appraisal Committee had approved 198 projects involving an investment of Rs 1,66,518 crore," minister of state for planning V Nara yanasamy told the Lok Sabha in reply to a query.

## NHAI PUTS RS 4,225-CRORE PUNJAB HIGHWAY PROJECTS ON FAST TRACK

The Financial Express, Chandigarh

<http://www.financialexpress.com/news/nhai-puts-rs-4-225cr-punjab-highway-projects-on-fast-track/652529/>

The major hurdles coming in the way of expeditious completion of the Rs 2,750-crore project of six-laning of Panipat-Jalandhar national highway was sorted out on Tuesday. Punjab deputy chief minister Sukhbir Singh Badal called on Birjeshwar Singh, chairman National Highway Authority of India.

Official sources said the state government and the NHAI have agreed to provide one exclusive entry and exit point for business city of Ludhiana and ensure completion of the project by June 2011. The meeting also decided to put all the four projects with a combined project cost of Rs 4,225 crore.

## REALTY MAJORS GUNG-HO ON LUXURY HOMES AGAIN

The Economic Times, Paramita Chatterjee, New Delhi

<http://economictimes.indiatimes.com/markets/real-estate/realty-trends/Realty-majors-gung-ho-on-luxury-homes-again/articleshow/6217141.cms>

Yet another piece of the real estate market appears to be getting back in shape. After realtors focused on the affordable housing space, where demand remained reasonable when market prices crashed two years ago, they are now launching luxury homes as the segment is witnessing early signals of an upswing in demand.

Sensing this turnaround, a host of property developers including DLF, Unitech, Emaar MGF and Ansal API are gearing up to launch plush housing projects, where a single unit costs upwards of 2 crore, over the next six months.

“Now that the job market is looking up, consumers are once again regaining the confidence to put money in swank projects,” said Shравan Gupta, executive vice chairman and managing director at Emaar MGF.

The Delhi-based property developer plans to launch around 2,000 upscale units over the next six months across cities such as Gurgaon, Hyderabad, Punjab, Bangalore and Kerala. Anurag Mathur, MD at real estate services firm Cushman & Wakefield, said: “Prices of luxury homes in general has touched the peak level of 2007, while in some places such as Gurgaon and Mumbai, they have exceeded the 2007-prices.”

**DMICDC TO INVITE GLOBAL BIDS FOR FOUR MEGA PROJECTS SOON**

**The Financial Express, Gireesh Chandra Prasad, New Delhi**

<http://www.financialexpress.com/news/dmicdc-to-invite-global-bids-for-four-mega-projects-soon/651539/>

The Delhi Mumbai Industrial Corridor Development Corporation (DMICDC), a union government company, would invite global bids in the next three months to build four mega infrastructure and logistics projects as it begins building sophisticated industrial cities across northern and western India connecting Haryana and UP with Maharashtra with a total investment of \$100 billion. These six states, where new cities would come up, account for half of the country’s industrial production and exports and about 43 percent of the country’s total economic output.

**GOVT TO UPGRADE 3,700 KM NATIONAL HIGHWAYS**

**Business Standard, Mihir Mishra, New Delhi**

<http://www.business-standard.com/india/news/govt-to-upgrade-3700-km-national-highways/402369/>

The government will upgrade around 3,700 kilometres (km) of national highways (NHs) under the National Highways Interconnectivity Improvement Project (NHIIP) at a cost of about Rs 20,000 crore.

**NHAI PLANS TO ISSUE BONDS WORTH UP TO RS 4,000 CRORE**

**Mint, Rahul Chandran, New Delhi**

<http://www.livemint.com/2010/07/25213448/NHAI-plans-to-issue-bonds-wort.html?type=tp>

India’s highway administrator plans to issue long-term bonds to raise Rs 3,500-4,000 crore in the last three months of the current fiscal to fund new projects.

**NHAI SEEKS \$45-M WORLD BANK ASSISTANCE FOR HIGHWAY PROJECTS**

**The Financial Express, Praveen Kumar Singh, New Delhi**

<http://www.financialexpress.com/news/nhai-seeks-45m-world-bank-assistance-for-highway-projects/650446/>

National Highways Authority of India (NHAI) has approached the World Bank for financial assistance to improve technical know-how and project management capability, as it goes about fulfilling roads and highways minister Kamal Nath’s ambition of building 20-km national highways a day. The authority has applied for a \$45 million loan to International Bank for Reconstruction and Development, an arm of the World Bank group.

**INDIA MAY MISS KEY INFRASTRUCTURE TARGETS**

**The Economic Times, New Delhi**

<http://economictimes.indiatimes.com/news/economy/infrastructure/India-may-miss-key-infrastructure-targets/articleshow/6197316.cms>

Bureaucratic hurdles may cause India's government to miss 2012 investment targets in key sectors such as roads, railways and ports, potentially crimping economic growth, an adviser to the planning commission said on Wednesday. Slow progress to overhaul India's crumbling infrastructure has long been seen a drag on growth, as Asia's third-largest economy looks to match the double digit expansion of neighbouring China. Gajendra Haldea, a Planning Commission adviser, said the government was on track to meet its target to spend \$500 billion on infrastructure between 2007 and 2012, with more than a third funded by private investors.

**NHAI SCAM: 4 ACCUSED GET BAIL AS CBI FAILS TO FILE CHARGESHEET ON TIME**

**The Times of India, Rahul Tripathi, New Delhi**

<http://timesofindia.indiatimes.com/india/NHAI-scam-4-accused-get-bail-as-CBI-fails-to-file-chargesheet-on-time/articleshow/6197933.cms>

The CBI's inability to file a chargesheet in a high-profile corruption case within the stipulated 60 days of arrest helped two senior NHAI officials and two proprietors of the private company secure bail in a corruption case

# Our Staff Looking Sharp



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“I first met my husband, Keerthi Vasan, a Quality Advisor with Converges, on 15th April 2010 at Coffee Day and I knew he was the one for me. I am so happy that he came into my life. I am even more happy to be his lawful wedded wife.”

**Rekha**



# Rekha Weds Keerthi Vasan

By Rekha

**31st May 2010** was the most important day of my life when my wedding ceremony took place at V. V. Complex Convention Hall, Bangalore.

A chain of auspicious events and customs had been scheduled starting with an event called Haldi, which took place at 5 am. This was then followed by the prayers whereafter at 6am the groom tied the knot (Mangalsutra) with me. The time was decided by the priest as it was regarded an auspicious time for us.

We wish to thank all our family members, friends and relatives who had gathered to bless and showered us with lovely gifts and helping make our Day a joyous time.



## UEM Construction Signs JV with OPUS - Danat-A-Pearl

April 2010

UEM Construction Sdn Bhd, a Malaysian construction major and OPUS Properties Ltd, an upcoming Indian real estate development company have announced forming a 50-50 joint venture company to carry out the business of infrastructure works and building construction works for various projects across the country.

The JV company will commence its operations with 'Danat-A-Pearl', a gated community encompassing residential, commercial and entertainment facilities in Delhi NCR. Strategically located the project spreads over an area of 500 acres.

On the occasion of signing the joint venture agreement, Dato' Abdul Rahim Abu Bakar, Chairman of UEM Builders Berhad (UEM Builders) said, "India is a key market for us as it has tremendous growth potential. While UEM Builders would benefit from the association by incorporating the technical and operational expertise into the project, Opus Properties Ltd will contribute much-needed knowledge on the real estate development front. We thereby look forward to a long and fruitful association with our Indian partner.

Together we aim to accomplish the finest quality high-tech construction, leading to faster completion of Danat-A-Pearl and other future projects that the joint venture engages in."

Mr. Rajesh Khursija, Chairman of OPUS Properties Ltd. (OPUS) said, "It's a remarkable day for both partners and I am confident that the joint venture will go a long way in achieving our mutual goals. With total construction volumes of 60 million sft and value of US\$2 billion, across all current projects. It's a win-win situation for both companies and the success of the joint venture would lie in successful delivery of the projects."



### *Obituary*

Late Mohd Ramin Bin Mohamed Amin, 28, passed away on 11 July 2010 in a tragic case of accidental drowning. He was a part of UEDI family in the role of QS and was posted at Hiriyur, near Bangalore, India.

Ramin leaves behind his wife whom he had recently married, his parents and many friends both personal and professional. He was a fun loving person who always cared about others and would make others happy. Everyone would remember him as a person with a great sense of humor. He was the kind of friend who stood by you when you needed the most. He was the kind of person who could make everyone laugh so hard that they'd end up crying.

Even though Ramin is no more amongst us, he will live forever in our hearts.

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