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ENCI How would you evaluate the level of coherence between the various companies of the Group?

Much better than before. We have formed what is called "Group Coordination Committee" in all areas. These committees has made room for the managers of some areas to meet, discuss and coordinate their activities.

ENCI What is the biggest challenge your group is facing now?

We have always considered ourselves to be in a continuous challenging situation. It is now an open market everywhere that requires continuous dynamic action in order to remain competitive. We have also introduced in all our operations second line management and decentralization management policy. Another challenge we face is to continuously introduce a niche and highly technical concept to the market. In my personal opinion, challenges are good and healthy for any organization. It keeps us all on "our toes" and gives an opportunity for those who are capable and willing to take initiatives to do so and

demonstrate their skills.

ENCI Tell us something interesting about you that most people don't know.

If we exclude matters of a personal nature, I think I am an open book. Most of our colleagues know me. But it might not be known that I am emotional in spite of being objective. One more thing... I have a very big infatuation with sweets. I'm ready to eat any type of sweet at any time of the day.



Q: With regard to the Group's multiple business sectors, where do you see the IKK Group more powerful, and why?

Thank God that our companies are powerful and considered market leaders, each in its field; our companies utilized specialization and professionalism as a gateway to reach that stature. For instance, KCG is a specialized company in its field, the same as Al Hayat Building Material, National Marketing and Unitech... all are market leaders in their field. Basically, I'm proud to say that in whichever field the IKK Group has ventured, we've been able to hold a market leading position.

Q: Is there any chance that the Group will be involved in a new line(s) of business in the near future?

From the business point of view, all companies in the IKK Group are expanding their activities, taking on new domains of operation as well as constantly upgrading our staff. We hope this will give more stability to the Group's businesses in the future.

Q: What are the major developments undertaken in the Group now?

As for the Group's corporate image, a new look was launched for the Group's corporate identity. A major step we took to enhance the corporate feel within the companies was to host some of our big earners in our new corporate building. I believe this gives a lot of advantages on both the operations and communications front. Furthermore, I believe that all staff members have started to think, to a certain extent, under



a close to identical mind-set, which gives the Group strength. Lastly, we are in the process of adopting IT systems as a major element in our operation.

Q: Are you satisfied with the Group's achievements in the past 5 years?

Satisfaction can never be achieved, if you had asked if we are happy, then my answer would have been yes but we have to feel unsatisfied to keep us motivated, moving forward and advancing. Naturally, we still have a lot to do especially in terms of operational policy and standardization of working conditions amongst the companies.

Q: How do you assess the business professionalism within the Group?

The level of professionalism varies from one company to the other but as I said we always have a lot to do. In addition, our teams should and will always be developing and working with new methodologies and approaches to make them more efficient and decrease our response time to any event.

“Satisfaction can never be achieved, if you had asked if we are happy, then my answer would have been yes but we have to feel unsatisfied to keep us motivated”





Interview with Mr. Talal Dabbagh

General Manager of the IKK Group

“... I kicked off my career by working with different companies in the construction field in Egypt, Qatar, for short in Sweden and finally settled in the Kingdom of Saudi Arabia...”

Récit Can you please give us a general description of the Group in a few lines?

In a nut shell, The IKK Group has a well established, market leading presence in various, diversified sectors of the market. These sectors include, yet are not exclusive to being specialized contractors for niche items in the construction industry, trading with a range of materials for construction and maintenance, manufacturing of items related to construction and service providers. In addition, the IKK Group has trading activities as a wholesale supplier for food and upholstery.

Récit Tell us a little bit about your background. What did you do before joining the IKK Group; What roles and positions have you held in the Group?

In brief, I have a bachelor's degree in Civil Engineering and I kicked off my career by working with different companies in the construction field in Egypt, Qatar, for short in Sweden and finally settled in the Kingdom of Saudi Arabia. Once in Jeddah, I worked as the manager for VBB "Swedish Consulting Firm" which was undertaking the development of Jeddah and Riyadh's Water Distribution Systems. Then, I joined National Marketing where my responsibilities initially included projects sales, Vice President for Sales, in addition to holding the position of Vice President for several affiliate companies in the Group. In 2005, I was appointed as General Manager for the IKK Group of Companies, so far till now!



Récit How do you work with other companies in the Group? How do you describe your relationship with other companies?

That's very interesting ... in my opinion, I have the full cooperation and understanding of all the companies' General Managers, but it would be better if this question was asked to all the General Managers so that they may voice their opinions.

Récit What is your vision of the changes in the Group in the coming 4 years?

Implement the following:

- Strengthening the Group by gradually injecting our teams with competent, qualified and a less seasoned generation of team members
- Deploying top notch operational systems.
- Building centralized and consolidated data repository for the Group
- Re-constructing / optimizing the Group's organizational structure in preparation for the upcoming IPO to ensure operational continuity.

Récit How do you foresee the markets of the GCC and the Arab oil-rich countries in the near future? Do you seek to enter other markets soon?

Most economists are saying the GCC is undergoing a new market boom and I agree with that statement. The market looks glorious and promises much opportunity. Several companies in the Group have already taken steps to have presence in Kuwait, Morocco, Algeria and Sudan.

