



Evelina Children's Hospital

SAS International metal ceiling systems have been used in the 2006 Stirling Prize Nominated Evelina Children's Hospital.

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West Bromwich: New Factory

The new dedicated SAS factory situated on the Apollo Park development in Oldbury, was handed over to SAS in August

Page 4



Porsche Carrera Cup 2006

An insight into the Porsche Carrera cup and the SAS involvement

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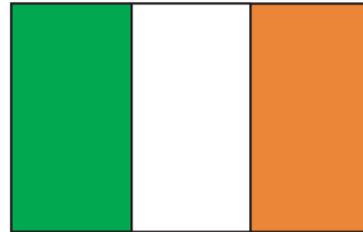
Metal Ceilings • Partitioning • Room Comfort • Architectural Metalwork

November 2006 Issue 1

SAS Opens Dublin Office

On the 1st September 2006 we opened a dedicated office in Dublin. Having had a presence in Ireland for the past 19 years through Branigan Interiors. Cathal Mc Guinness and Elliot Noble will increase the presence of SAS International in a thriving Irish construction market.

In addition Richard Bryant, from Reading's export team, is providing additional support to the Irish team. SAS Project Management has recently contracted two new office developments Riverside One and Colmstock House in Dublin. The SAS Dublin office is located at the following address (see right hand panel).

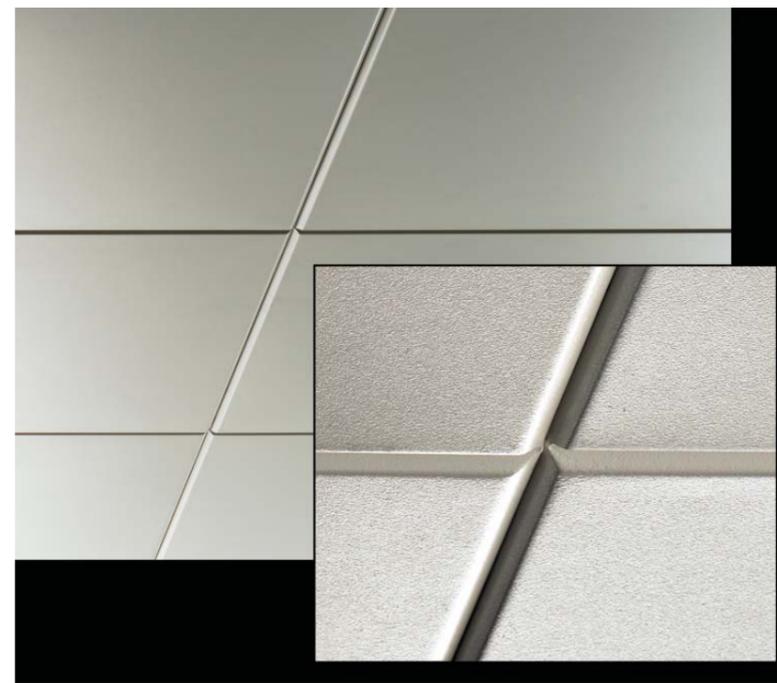


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Manchester Airport Re-visited

As part of an ongoing programme, Trevor Amor (IT Manager) has been photographing past completed SAS projects. The new photographic database provides some stunning images of our products in a multitude of different projects. The above image of one of Manchester airport's sky bridges was one of the numerous areas that SAS products were used. See page 9 for further examples of Trevor's photography.



SAS FT Launch

Following last year's launch of SAS AB, an anti-bacterial coating, we have introduced a new fine textured paint finish, SAS FT, for our range of metal ceiling panels and tiles. The finish negates the chance of lighting 'hotspots' (indirect light sources common with up lighting) and glare occurring, as well as increasing the perceived flatness of a metal ceiling. In addition, it also offers a semi-matt/low gloss appearance, which is visually very similar to emulsion plasterboard, but with the durability and functionality of a metal ceiling.

SAS FT is ideal where large ceiling panels are specified and high levels of natural light are used to create the feeling of open space; particularly popular in today's user-friendly working environments. New working environments that provide a feeling of space are becoming increasingly popular, driving demand for larger metal ceiling panels and tiles.

Our new SAS FT finish helps reduce the visual impact light has on a large metal ceiling panel/tile. It has been used by lighting designers to allow light to be controlled across a metal ceiling surface.

These conditions increase the chance of uncontrolled light reflection. As SAS FT directs light across the ceiling plane evenly it stops the occurrence of 'specular highlights', where light either 'bleeds' across the ceiling plane or remains in one place causing a light 'hotspot'. In addition, its low-gloss nature decreases the visibility of ceiling tile deflection, should it occur.

SAS FT is available on all colours and comes with a 25-year guarantee. It can be specified on all our range of metal ceiling panels and metal ceiling tiles.

Mini Adventure

Black, High Gloss SAS Ceilings

The MINI is a car that wins hearts and turns heads and its continued success has enabled it to be sold separately from the BMW range as a stand alone brand. Consequently the development of a series of standalone MINI showrooms with their own distinctive 'iconic' look is currently being undertaken across dealerships in the UK. Stunning black reflective metal ceilings from SAS have already been used with a number of these showrooms including Swindon, Stevenage, Chigwell and

Solihull, while their use is planned in other locations still under development.

Using a concept design developed by the MINI brand team in Munich and implemented by MDG (Motor Design Group) Architects the showrooms are a radical change. Incorporating black ceilings, walls and a dark tiled floor in conjunction with striking neon lighting to create a stylish and atmospheric environment that represents the ethos of the Mini brand - refreshingly different, extroverted, spontaneous and in every respect something out of the ordinary. With a reflective high-gloss finish in black the ceiling not only looks great but also complies with the stringent, high quality and contemporary specifications required by BMW.



Every quarter a representative from an area of the SAS Group will report on Company activities, any important news and what to look out for in the forthcoming quarter.

Mark McElhinney
Managing Director

Record levels of production and sales were experienced by each of the manufacturing sites during quarter 3 and this is likely to continue in quarter 4. Also this month a new Amada Turret press £350,000 was purchased and installed, improving capacities by 25%.

The new factory at Apollo Park was handed over on time and is currently undergoing an office and factory fit out. Bailey's have been employed to carry out the £1.5m M & E fit out.

An area within the new factory has been allocated for a new production process, which will see SAS entering into veneering, which will allow SAS to provide bespoke door sets. This equipment will be installed in quarter 1 with production being phased in during the second half of 2007.

Bridgend production averaged 30,000m² per week and increase of 23% over last year, but still demand outstrips supply. Therefore quarter 4 will see a recruitment drive with many parts of the factory going on double shift working. This will take weekly outputs to in excess of 35,000m².

Going forward Bridgend are considering expansion with investment in new buildings, forming and painting technologies.

Phil Smith
Sales Director

If only my school years were about to begin! Gone have the days of teaching in prefabricated terrapins...and portakabins. The new schools and academies being designed and built today are of the most complex shapes, incorporating high-class interior finishes, making the education sector extremely exciting.

With the governments plan to renew all of the 3500 secondary schools in England over the next 15 years at an estimated cost of £40 billion the scope for SAS is huge.

Last quarter saw the completion of Hadley, Ashburton, Merton, all of which SAS supplied System 600 and other related products. We have also commenced discussions with the professional teams dealing with 16 schools in Edinburgh and 17 schools in Lancashire all of which will be delivered by 2010.

In the commercial office sector we are experiencing high levels of activity in both new build and refurbishment. The much talked about 'Shard of Glass' in London has taken a step closer to commencing construction with a pre-let taken by Transport for London.

At Stansted Airport we have recently priced a 7000 sqm extension which is due to be completed by Q4 2007 and at Heathrow we have entered into discussions with Foster and Partners regarding the refurbishment of terminal 3. Over the next five years we will see significant schemes coming on track at all airports.

In Ireland where we have recently opened an office in Dublin, we are witnessing significant opportunity in the supply of products to the busy Irish market.

Overall the opportunities have grown this year. The good news: We are busy in the commercial sector but are also involved in projects in other sectors which is not only great experience for us as a company but also broadens our profile to all kinds of specifiers, clients, contractors and project team members in the construction market.

David Bland
Operations Director

Project Management has recently completed several projects in the education sector featuring raft systems manufactured at Maybole

A further project at Horbury High School, Wakefield commences shortly. The education authorities seem to be moving away from flat ceilings and our System 600 is ideally suited to provide service rafts fixed from the classroom soffit, co-ordinating all the services and at the same time providing acoustic performance. With our success contractors involved with the Building Schools for the Future framework are showing considerable interest in the systems.

Another product success story is the 'Mini Showroom' high gloss black ceilings which the European Bank for Reconstruction and Development have adopted for their boardroom at their Bishopsgate, London headquarters.

Nearing completion are two prestige projects in Dublin. Riverside One is situated on the banks of the River Liffey in Sir John Rogerson's Quay and this six-storey office block will be occupied by one of the most prominent solicitors in Eire.

Colmstock House in central Dublin sits on the periphery of St Stephens Green. Its the first chilled ceiling project to have SAS Coolceil ceilings in the city. Both these projects were carried out by Irish subsidiary SAS Building Factors Ireland Ltd, a division of SAS and Project Management.

SAS PM are working on the second project on the old Real Madrid training ground for Spanish oil company Repsol. Torre Repsol as it is known sits alongside Torre Espacio into which SAS, in a venture with Lindner AG of Germany, are supplying Coolceil ceilings. The Torre Repsol project will be the first international project secured by SAS PM under an international internet bidding process, and commences on site early 2007.

Quarter four will see the completion of the Baskerville House project in central Birmingham. This chilled ceiling project was complicated by the local planning authority's requirement to retain certain listed parts of the building whilst extending the height by a further three floors.

The Project Management team in Reading was joined in August by contracts manager Mark Gleed who has considerable experience in both retail and commercial interiors.

Mark Jones
Commercial Director

As most will be aware 2006 particularly in quarter three has been a busy one. With all factories busy with a variety of different projects everyone has been flat out!

Commercially the market is good and we are finding that our biggest obstacle is meeting the delivery demands of our customers.

We are in the process of rolling out an initiative entitled "Help us to help you!" The theme of the message is to ensure that Sales order processing, design and sales teams are getting the required customer information to process an order asap.

Although orders are currently placed with SOP information is often missing or not approved which delays the order going to a factory. As the factories are running on a six week lead time any missing information just extends the delivery time.

By informing the customer of information needed, hopefully we can improve the processing time of orders and shorten delivery time..any time saved counts....

The Reading design team is particularly busy working on projects for the UK and export markets, whilst still servicing UK reps with drawings for clients and specifiers.

The department is at capacity. We have employed more resource in the export, and market research departments which is representative of the amount of enquires and work we are anticipating. CUEBS is a huge factor for next quarter as we gradually get towards implementation.

Communicating changes and customer understanding is going to be the challenge for quarter four.

Jon Wood
Export Manager

SAS Export have won project orders each with values in excess of £1.0m in Madrid, Riyadh and Doha in 2006. The ceilings for the Science and Technology Park project in Doha, Qatar are all in 1.0mm satin polished stainless steel and at the Torre Espacio project in Spain we are about to deliver the capitals' first chilled ceiling panels.

In September we took part in the company's first online tender auction and bid successfully to win the Torre Repsol project, our second major project in Madrid this year. Two-and-half hours of successively reduced bids saw off the competition. The bidding was blind, so on the computer screen only the value of our bid and our rank could be seen, SAS showed a clean pair of heels to our opposition who, although made several bids were unable to catch us in their last 6 bidding attempts.

SAS have established a close relationship with Bouygues Batiment in France and will execute a number of major projects with them over the next 12 to 18 months. This is an especially important breakthrough, as Bouygues will drive the purchase contracts directly and will instruct the installer to buy from SAS at previously agreed prices.

Sales activity has increased to the diverse markets of Russia, Australia, Egypt, Saudi Arabia, Qatar, Kuwait, Cyprus and even the China ! Due to our technical capability, volume of output and high profile in this specialist industry, the SAS brand name has strength in countries where competitively we are out on a limb. Whilst our energies are focussed on markets where SAS is specified, it is encouraging to know that in many other parts of the World the SAS brand name is highly regarded. Long may it continue.

Robin Dixon
HCP General Manager

HCP are a relatively new division of SAS International. Having traded under the SAS wing for nearly 3 years, we were formally in business under various ownership for over 25 years. As leading suppliers of trench and perimeter systems for commercial office application. HCP compliments the SAS room comfort business and it is hoped that the two will cross-fertilise creating shared opportunities.

Since joining SAS, HCP has expanded its product portfolio with radiant heated panels. Although a fiercely competitive market, the HCP product solution is showing signs of success. A few small schemes have already been completed or in progress such as Nottingham City Council, Bourne Laboratories, Crawley Hospital, Basildon Hospital and Stevenson College.

HCP is based in Hastings, East Sussex with 11 office staff, sub contract installation teams and part sales agencies supporting the business. HCP have recently had a makeover of it's premises, producing better facilities and a clear identity of its own.

With opportunities for growth we have recently completed some substantial schemes also well known to SAS; BBC White City, CAA Tower and BP Sunbury. As well as the larger sub contract projects, offering product as supply only contributes to a large proportion of overall turnover.

HCP has developed from manufacturing all products to a 100% sub contracted business, which worked well with regards to satisfying customers needs, but was taking added value away from its business. Since joining SAS, Maybole and West Bromwich produce all HCP product.

In the future we are looking to promote and support HCP through a strong sales force and marketing activities. A new website presents our new product portfolio new brochures. Sales have been strong for many years.

News Continued...

David Bland Elected To AIS Board

Congratulations to David Bland, Operations Director of SAS Project Management who was recently voted on to the Association of Interior Specialists (AIS) board.

David is aiming to be more involved in AIS the trade organisation representing companies involved in the manufacture, supply and installation of all aspects of interior fit outs and refurbishments.

The AIS has recently had a shake up to it's structure. New Chief Executive Simon Forrester and

new President Wendy Frampton take over from Jean Birch who held the position for more than 20 years. David is joined on the board by representatives from Pan Interiors, Komfort, Stortford Interiors and Muraspec.



Construction Touch Rugby Tournament 2006

SAS participated in the 2006 construction touch rugby Tournament. A fantastic day of rugby was held at Old Verulamians RFC, St. Albans.

The eight teams competing on one of the hottest days of the year were:

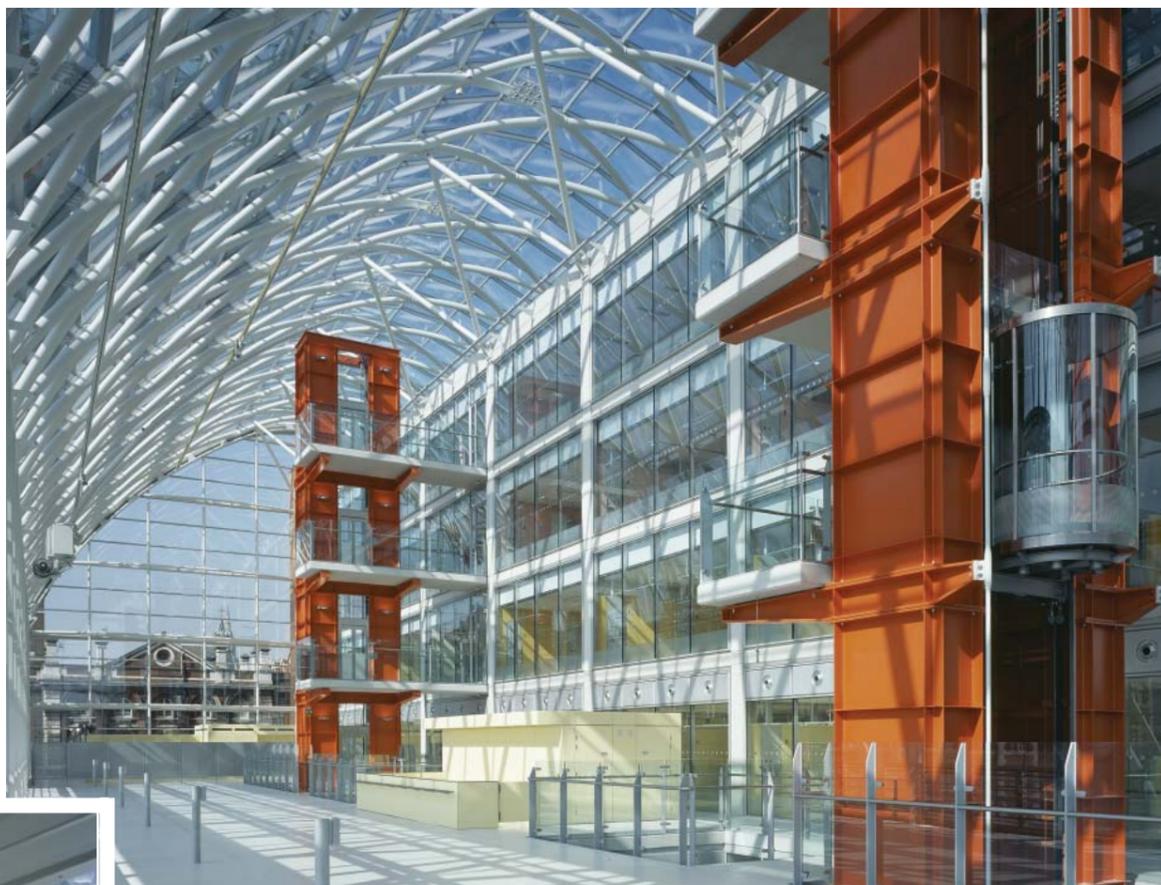
Faber Maunsell
ARUP
Norman Disney Young
Sheppard Robson
Gensler
SAS International
Philips
DAL

Evelina Children's Hospital

Having been nominated for the 2006 Stirling Prize Evelina Children's Hospital is London's first new children's hospital for more than 100 years. The 140-bed hospital, which is located on the St Thomas's Hospital site, brings the majority of Guy's and St Thomas's children's services together under one roof.

It was designed by Hopkins Architects and has been dubbed 'a hospital unlike any other'.

Hopkins Architects won a Royal Institute of British Architects (RIBA) approved competition to design the new Evelina and work started on the hospital in March 2002. The 16,000m² finished building by-passed the normal NHS procurement process with a £50 million grant from Guy's and St Thomas's Charity and £10 million from the NHS.



The Evelina is a hospital created by children for children. Young patients and their families have been involved in shaping its environment and architecture from the earliest stages of design, resulting in a state-of-the-art hospital that redefines expectations. Each floor is themed around the natural world, from the ocean to the sky, using symbols making moving around easier. The seven-storey building is fronted with a four storey tall glass conservatory, providing natural daylight to the hospital.

Sir Jonathan Michael, Chief Executive, Guy's and St Thomas's NHS Foundation Trust, says: "We wanted the new Evelina Children's Hospital to be much more than a landmark building on a landmark site. Our aim has been to create a hospital that does not feel like a hospital by involving children, their families and our staff in every stage of the design process."

"The result is truly inspirational. The new Evelina is a supremely practical, state-of-the-art hospital, but one that is full of imagination, warmth and fun. It redefines the concept of a children's hospital and will undoubtedly influence the building of new hospitals in Britain and across the world."

SAS contributed to the new design with a solution that while meeting stringent standards such as acoustics and cleanability also reflected the ethos of the client, patients, staff and design team. In the 20-bed intensive care unit a linear plank system with large ceiling panels highlighted the size of the open plan space. Using large ceiling panels meant that scale is maximised and the number of joints minimised contributing to ease of cleaning. In the larger circulation zones and corridors clip in hinge down tiles improved accessibility to services and nonperforated metal tiles were used to improve ambient acoustics creating comfortable noise free surroundings. The design of the building reflects comfort and space providing patients every opportunity to recover quickly.



Evelina Timeline

| | |
|--------------|---|
| 1869 | Founded by Baron de Ferdinand de Rothschild in memory of his wife Evelina and their child who died during premature labour. |
| 1976 | Closed and wards moved to the newly built Guy's Tower. |
| 1999 | Decision made to re-establish Evelina as a new specialist hospital for all children's services at Guy's & St Thomas. |
| Dec 1999 | Architectural Competition arranged with RIBA (Royal Institute of British Architects). Won by Sir Michael Hopkins. |
| March 2002 | Construction began, clearing the 1930's building and preparing foundations. |
| March 2003 | Dr Rowan Williams; the Archbishop of Canterbury lays the foundation stone. |
| March 2005 | Construction is completed. |
| October 2005 | Operationally opened, with a Halloween Party to celebrate. |
| June 2006 | Officially opened by HRH Princess Royal. |
| Sept 2006 | Nominated for Stirling Prize. |

Evelina Facts

- Created by children for children. Young patients and families involved in shaping the building, choosing everything from menus to the design.
- 140 inpatient beds, including 20 intensive care beds, 3 operating theatres.
- A 17 foot high Helter Skelter was installed for children to use while waiting for out patient appointments.
- The new hospital includes approximately 6,500 square metres of glass (enough to cover a football pitch)
- Stirling Prize (Building Of The Year) Channel 4 viewers vote it as the peoples choice!
- Evelina Children's Hospital will be used for the 2006 SAS christmas card to customers.

The New West Bromwich

The majority of SAS employees will not remember the day 25 years ago in December 1980 when SAS opened a facility for manufacturing at Kelvin Way Trading Estate in West Bromwich.

Over the years 9 units have housed production of SAS products expanding to include doors and lately HCP product components.

As change happened space was at a premium and the need for a dedicated factory for SAS West Bromwich operations was apparent. In true SAS style there was no question of what to do. Build a factory!

A new factory that can service the demands of manufacturing a variety of products was designed. Land was purchased, Architects briefed, 2006 became the year that SAS worked on its own project!

Not since the construction of SAS Bridgend in 1999 had a building programme been undertaken for an SAS facility. However, the demand was great. Power shortages and a serious lack of space at Kelvin Way could not be tolerated any longer.

The £8 million new dedicated SAS factory situated on the Apollo Park development in Oldbury, West Midlands was handed over to SAS in August. Covering 90,000 sq. ft. (8,361 m2) the factory will provide a new purpose-built home for the West Bromwich employees.

Offering room for future expansion the new site will be open for production in March 2007 and will be equipped with the latest manufacturing equipment.



With SAS Project Management responsible for fitting out the new factory the specification is extensive including :-

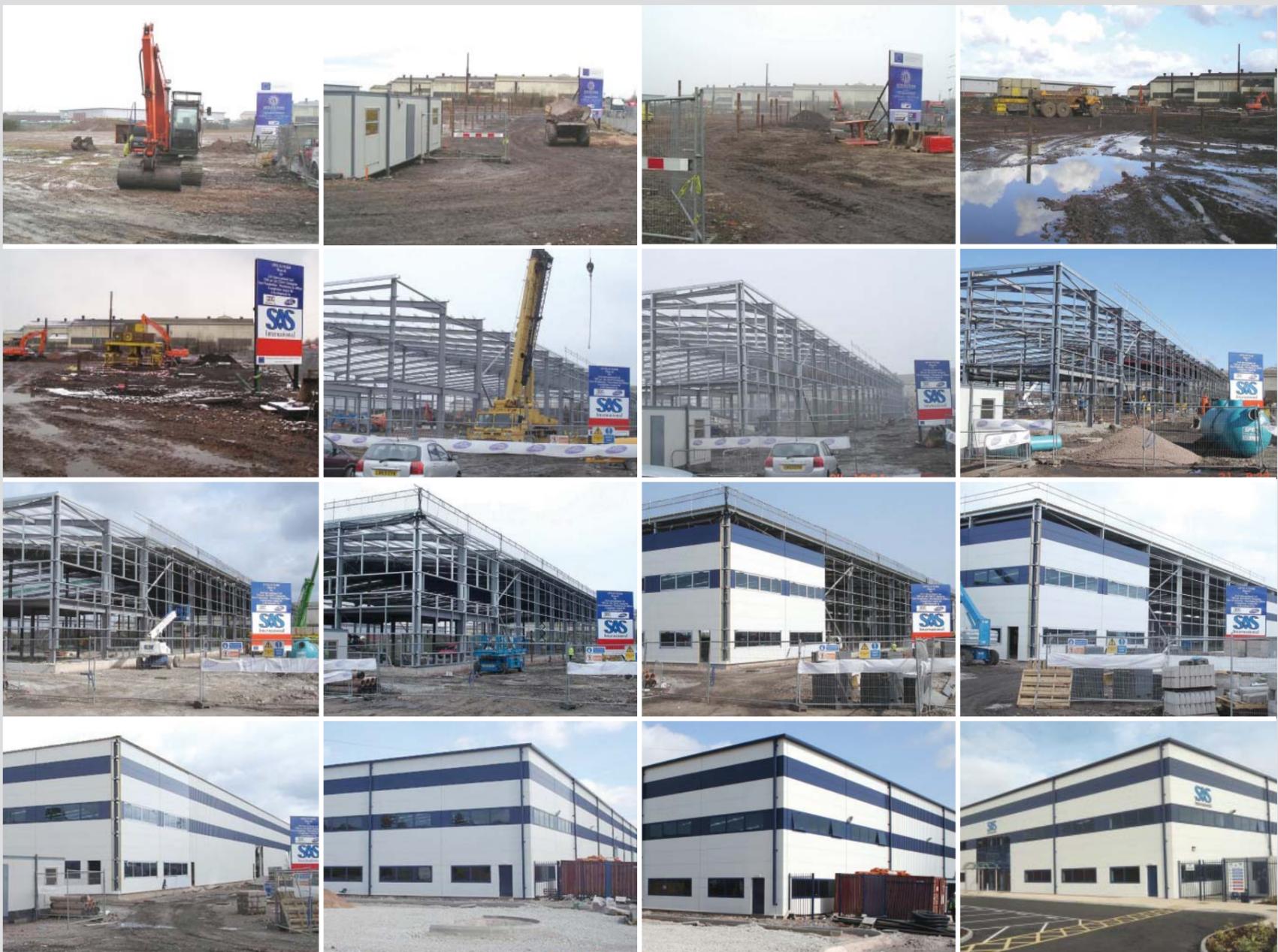
- Chilled ceiling in the office areas
- Facilities for research and development
- 70 metre long paint line
- ISM Mock up area
- Mezzanine partitioning training area
- Staff canteen
- Two new 9 metre forklifts
- Racking for 8,000 doors

Training days are planned for customers and staff alike and it is hoped that associated customers and associations will be able to use the facility regularly.

Eddie McElhinney, said "Our commitment to invest in the continuous improvement of SAS International's manufacturing facilities is paramount. This is a major factor of our market leadership in the UK and our commitment to value. Investment in new technology gives us more opportunity to stretch the possibilities of design implementation and efficiency, a developing new ideas and solutions."



Architectural Visualisation



SAS Project Management: Services being extended.....

An integral part of SAS International, Project Management have offered design, installation, maintenance and management services on various large & small scale projects. A recent change of remit has meant an expansion to the team. It seems the scope for Project Management is bigger than ever. So what is their remit and what are their future plans?

PM History

SAS Project Management have always worked on projects where the installation of SAS product was vital to the success of the project. You only need to look at a list of the past projects to understand the complexities involved with the design, specification and installation of SAS products on a PM project.

As Project Management were purchasing SAS specified product "internally", the perception was that PM were always an "internal customer" to the main SAS manufacturing business.

SAS International (or Special Acoustic Services Limited as it was) started life as a contracting business, and PM are carrying on that tradition in tandem to the core manufacturing business.

As specialist service division of SAS, PM have always dealt with the installation of room comfort products; chilled ceilings, ISM's: Integrated Service Modules, System 600 acoustic lighting rafts, and architectural metalwork.

An Innovative Approach

In a 2004 article in the H&V News SAS techniques used by PM to install SAS ISM's on the seven buildings at Vodafone Headquarters were highly commended by BISRIA (Building Services Research and Information Association) as "hugely innovative."

BSRIA proved that the SAS pre-fabricated and tested ISM's and quick installation processes saved 75% of labour time on site in comparison to traditional methods. It is this approach that continues the SAS International themes of value led integrated solutions.

Current Projects

United Kingdom:

- Telford & Wrekin Schools (Hadley Learning Centre) – System 600
- Grace Academy – System 205 Acoustic Rafts
- China Shipping Felixstowe – System 330 Chilled
- Baskerville House – System 330 Chilled
- EBRD – Refurbishment – System 330

Ireland:

- Colmstock House – System 330 Chilled
- Riverside One – System 330

SAS West Bromwich Factory

SAS PM have taken on the internal fit out of the new SAS West Bromwich factory at Apollo Park (full details of the factory are featured on the left hand page). Responsibilities have included design, development, cost planning, procurement and installation.

In addition to office space, canteen etc. the factory will include a showroom area to showcase SAS ISM products, which will give SAS an opportunity to utilise the space as a proper office/ISM mock up area for potential projects.

New Remit, New People

Due to the increased opportunity in the construction market for the entire SAS product portfolio, PM's targets for 2007 have been increased significantly.

For the first time SAS are investing in promoting the entire product portfolio in all sectors of the industry, whether they be architectural or mechanical and electrically specified. To achieve this new target a number of special types of projects are being tendered in-house on a supply and install basis, some of which previously may have been supply only to external customers.

With increased workload and extensive plans for the future PM are expanding the team throughout 2006. Steve Burlton joined David Bland managing the team as Contracts Director responsible for managing and promoting SAS project management services. On the contracting side there are Project Managers Mark Gleed, Mark Williams and Tony Barber (Commercial) along with Ben Broers (Procurement), Jo Bristow (PM Administration) and John Nunnerley (Site Management).

On the design side, Design Manager Richard White has employed two junior designers in 2005, Chris Sharpe and Peter Taylor who compliment the existing team of Gavin Marsh and Richard Shekell.

SAS PM Ongoing

With the new remit and larger team Project Management are increasing their reach in searching for opportunities. With huge potential currently in Ireland and with two projects underway: Riverside One and Colmstock House, there is enough scope to continue following up business.



Baskerville House, Birmingham – System 330 Chilled

SAS Project Management Potential Business Opportunities

- Integrated Service Modules (ISMs).
- Radiant Heated Panels (larger projects where not under HCP).
- System 600 acoustic lighting and rafts, all variations of this type.
- Any Architectural Metalwork.
- SAS Coolceil Chilled Ceilings or chilled beam integrated ceilings
- Refurbishment projects where SAS materials are prominent or specified and there is a profit opportunity for the company by keeping the works in-house.
- Refurbishment and interior fitting out where the opportunity to work directly for facilities managers exists.

Any project management installation business that is won in Ireland is now processed through SAS Building Factors Ireland Ltd a separate trading company registered in Ireland specifically to service that country. Administered by SAS PM from Reading all profits go to the same SAS International profit centre.

SAS PM are requesting should you identify an opportunity on any project for SAS products please contact Duncan Wisely, who is the sales executive for all SAS PM projects whilst maintaining the integrity of existing customers.

Special projects in Ireland & Scotland are co-ordinated by Cathal McGuinness.

It is not the intention of SAS PM to compete with general SAS International customers.

No project is too small if there is scope for profit opportunity.



Riverside One



Norfolk House



Mahon Point

Andrew Jackson
Marketing Manager



Project Management team - Mark Williams, Tom Hodgkins, Gavin Marsh, Mark Gleed, Ben Broers, Jo Bristow, Steve Burlton, Richard Shekell, Pete Taylor, Tony Barber, Richard White, Chris Sharpe, Duncan Wisely, David Bland.

Worthy of Pride

We see it everyday but what does it really mean to us, our customers and specifiers...A brand is much more than a pretty logo or a smart new livery - it is a promise. A promise that summarises what a company does, how it does it, who it is, and what it stands for.

It is a guarantee of the experience that project teams/customers can expect to receive - delivered consistently at every point of contact. A brand which delivers its promise will promote understanding and awareness, thereby building relationships with all its stakeholders - helping to win, retain and extend business.

A brand that continually builds trust and confidence will find the value re-invested in its reputation and image. The delivery of the promise forms a virtuous circle.

But a brand's reputation is not built overnight. It takes time, investment and dedication. If managed properly it will have a positive effect - generating respect and loyalty. Misuse, however, results in a negative effect - cynicism and rejection.

What makes for a strong brand? Well, think about the ones that come to mind. Coca-Cola, Mercedes, Virgin, Orange, Absolut, McDonalds, Apple...Can you recall the logo and visual identity? What is the message? Do you feel you understand the promise of the brand? What makes it special, compared to its competitors? Is the promise consistently delivered? As with the above examples, the SAS goal is to build brands that are strong in their recall and clear in their messages.

When considering the importance of brand it is important to look at how it is perceived and the level of importance it is afforded. Far too frequently, brand is seen as an add on, an element that is merely a tool in the broad marketing or sales remit of a company or organisation.

While the majority of companies recognise its importance (albeit in varying degrees), more often than not it is treated as an isolated element along with HR, operations and so on.

Aspects of a company - its operations, staff, communications, behaviour, environment (on-line/off-line), and products and services - should be informed and driven by brand.

The best performing companies are not operationally driven; they are brand driven. Apple, BMW, Virgin Atlantic are examples of companies where brand provides the platform for consistency in guiding operations, communications and behaviours - their success is directly attributed to how well they manage their respective brands.

For an organisation's brand to be successful it must be clearly understood by all internal staff, before it can hope to present a clear and consistent picture to the outside world.

Everything the organisation and staff do, must ultimately support and deliver that definition. The principal challenge therefore is to identify the unique qualities of the organisation so that we can create a distinctive SAS brand.

A brand represents all the qualities that make up the promise. Like a carrier bag, the logo on the outside has good or bad value depending on the contents inside: a Harrods carrier bag, for example, would suggest higher value than one from Milletts, because of the associated image - the implied contents.

The challenge is to rebuild the brand from the inside out. This means changing the contents of the 'carrier bag', not just the logo.

Human beings are a tribal species. We all belong to many tribes - family, school, country, football team, age, neighbourhood, company, religion and friends.

They are all a statement of identity - they reflect an aspect of who we are, a signal to other tribes of what we belong to. The way we relate to brands and corporations is the same: why choose one washing powder, soft drink or airline over another when the content is broadly the same? Because, at some level, we identify with its tribe. We like what it says about us, we want to share those values, we want to belong to that 'gang'. And the same principle applies to decisions at a corporate level - where several companies offer the same services, one 'tribe' will be more appealing than the others.

It's a relationship that has to be managed carefully. We'll stay loyal to a company or product brand if we understand what it stands for, want to be part of it, and when we know that the promise is being delivered - but we'll move to another tribe when we are let down or become cynical. This is all supported by personal relationships.

What is the nature of the tribe? What is the collective personality? What are the qualities of the individuals that contribute to this?

Unique

A brand must be absolutely unique.

Distinctive

A brand must stand out in its market.

Relevant

It would be easy to be unique and distinctive by being shocking - but a brand must also be relevant to the company, its markets and audiences.

Adaptable

A good brand identity will work effectively in colour or black & white, large or small.

Campaignable

A brand identity with a theme will be much more campaignable long term, in its application to promotion and Marketing activities.

Continuous improvement

Successful brands are continuously reinvigorated.

Consistent behaviour

Brands don't just exist as a visual identity: what's important is that the promise of the brand is delivered through consistent behaviour.

Worthy of pride

In the end, a brand is the expression of your 'tribe', the flag you go into battle under - so its role is particularly crucial for everybody who makes up the company. The brand, and the promise, must be worthy of the team's pride - there is nothing more demotivating than feeling part of something unimportant, and nothing more motivating than being part of a success story.

The New SAS Identity

The SAS International brand has evolved during the past 40 years. The current brand image embraces the past images the company has portrayed and the brand values SAS International stand for.



1970's



1987-1995



1995-2003



The new identity reflects the entire SAS product portfolio



2003 Onwards: The colour SAS logo and the "outline" SAS logo

Over the past few years the SAS brand has been slowly evolving. The SAS Corporate brochure was the first example of the new SAS brand identity.

The logo has been updated as and when required. We have almost completed the transition of this new logo and corporate identity across the group's corporate communications; brochures, binders, website, case studies, business cards, stationary, labels, packaging, signage and livery.

There are now three identifiable areas of the SAS product portfolio. They are represented by different colours and symbols that when used together form the company corporate identity. Metal ceilings, room comfort and architectural metalwork.

These products are specification led and the new identity reflects this. The additional SAS products: Partitions and doors integrate within the room comfort product section. This has already been demonstrated in the corporate brochure.

The SAS International brand gives an inherent value in the minds of our customers, no matter what the context. It expresses who we are and what we stand for. Our brand reflects our values, products, thinking and our work ethic. It encompasses all the intangible qualities that customers associate with SAS International.

Since everyone can have their own individual interpretation of a brand, it is critical that we are consistent in how we present the SAS International brand in the words and images we use, in the way we design our communications materials and in the professional application of our graphic standards.

The strength of the SAS International brand as a whole depends upon the strength of its parts. These include the logo, typography, colours, images and messages. All of these elements must work together to drive home our brand wherever SAS International appears. In order to do that, they must maintain consistency and integrity no matter where they are applied.

A SAS International Brand Guidelines document has been prepared and will be forwarded to you shortly. If you are planning to use the SAS logo in anyway please check with the SAS marketing department in Reading.

The stronger our brand, the stronger our name.

Andrew Jackson
Marketing Manager

Past incorrect uses of the SAS logo



Addressing the need for cooling

Conventional air conditioning may not be the best way of delivering comfort in buildings as ambient temperatures rise. John Staunton discusses an alternative.

In February this year climatologists at the University of East Anglia, home to the leading British climate research centre, reported findings which show global warming in the past century has been greater than any other shift in the world's climate over the past 1200 years. The increase has been especially sharp in recent years, with all 10 of the warmest years on record occurring since the mid-1990s.

Inevitable

Predictions vary, but it is generally accepted that some degree of climate change is inevitable and that it could happen faster than was previously expected. Understanding and adapting buildings to minimise energy consumption is a key challenge facing today's building-service engineers. Buildings must somehow be kept within certain parameters without generating excessive emissions of carbon dioxide emissions.

Room comfort is not solely about meeting regulatory and best-practice temperature guidelines. A good supply of fresh air should be provided, and the achievement of a consistent ambient temperature is ideal. Negative elements of air conditioning relating to room comfort include significant air movement and noise, which pose problems in keeping all occupants comfortable.

Various ways of delivering Natural-ventilation are increasingly being applied as an alternative to air conditioning, and it is the use of chilled ceilings and/or beams which ensures such systems can cope in times of extreme summer heat. Minimal air movement is achieved, alongside good air quality and a reduction in noise — all key points, given that many studies link the environmental conditions in the workplace to productivity. These can all be achieved whilst being energy efficient.

So is a revolution underway? Fan-coil units are still the preferred option for conventional air conditioning, particularly

within offices. However, end users, specifiers and building designers are increasingly taking more notice of the low running costs, sustainable credentials and aesthetic and space-saving benefits of solutions using chilled ceilings and beams.

Serious

Drivers for change include the 2006 Amendments to Part L of the Building Regulations, which focus firmly on how

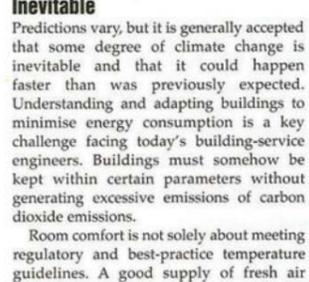
as it causes minimal air movement and removes the obtrusive noise generated by mechanical alternatives. While the fewer moving parts guarantee a long product life and very low maintenance costs, its low-energy credentials offer considerably reduced running costs.

Working on the theory of passive cooling, chilled ceilings look no different to ordinary ceiling panels. They using chilled water to remove heat from the room. Warm air coming into contact with the visible surface of the panels warms the water inside the element. Chilled ceilings can have a cooling capacity of 65 to 75 W/m², and the high flow and return water temperatures mean options exist for free cooling and ground sourcing technologies.

Environmentally attractive

Such water-based systems are environmentally very attractive, particularly in light of recent controversies over the aggressive effects of the modern synthetic refrigerants that are used in air conditioning.

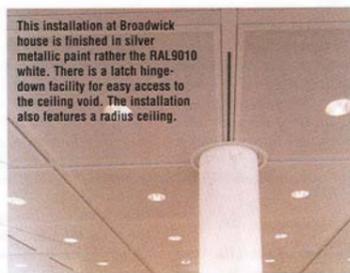
Typically, the water supply needs to be 13 or 14°C, which allows the use of cold-water storage or free cooling from the outside air for most of the year. As a result a much better energy performance is



This Chilled-ceiling system at Northleigh House incorporates open perforations for air movement.



This installation of chilled ceilings and beams is in the office of Marks & Spencer at Paddington in London.



This installation at Broadwick house is finished in silver metallic paint rather than the RAL9010 white. There is a latch hinge-down facility for easy access to the ceiling void. The installation also features a radius ceiling.

services perform at an integrated level. For the first time, designers have to get serious about the energy efficiency of heating, cooling and ventilation systems. However, it

may be that the architectural arguments are actually currently carrying more weight. Why resist a solution that provides a flexible means of delivering excellent comfort control and low energy consumption, all in a discreet way, without any of the bulky and unsightly duct work associated with air conditioning?

Sometimes combined with displacement ventilation systems, chilled ceilings and beams provide static overhead cooling. Greater occupant comfort is achieved with this method

possible, even when mechanical cooling is required to produce the required temperature.

While chilled ceilings and beams will not be appropriate for every building, they can be applied to most new and refurbishment office projects. In many respects, the solution is ideal for refurbishment applications — given the low installation height requirements.

The industry should reach a point where considering the use of such technologies is standard practice, rather than regarded as the height of sophistication. After all the technology is hardly new — some 185 000 m² of chilled ceilings were installed in London's groundbreaking Shell Centre in 1961.

John Staunton is room-comfort brand manager with SAS International Ltd, 31 Suttons Business Park, London Road, Reading, Berks RG6 1AZ. www.sasint.co.uk

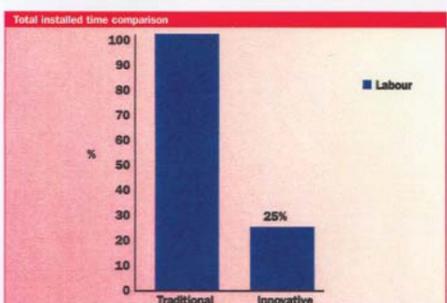
In conjunction with the Building Services Research and Information Association, *H&V News* focuses on cutting edge research into innovative tools and installation techniques

The perfect combination

Combined services chilled beams

The combined services chilled beam module is a pre-assembled system containing chilled beams, luminaires, data and public address systems, with an architectural casing. It can be used in applications where an open soffit ceiling is preferred to a traditional suspended ceiling

| Key product details | |
|--|--|
| Key benefits | Fast installation, typically taking 25 per cent less time compared to traditional fan coil unit and suspended grid ceiling systems. Fixed production, delivery and installation times leading to a more certain programme. Reduction in site costs such as accommodation, storage, logistics, overall project time and site project management. |
| Lifecycle and business cost benefits | Pre-tested, high quality products lead to a reduction in risk of failure or overrun to the project programme. Fixed costs, economies of scale, zero defects, faster return on investment and reduced secondary damage on site are other benefits. |
| Installation and construction benefits | The 4.5 m long modules are delivered to site in returnable crates, which are numbered as per the installation drawings to speed up installation. The crates are designed to be used as platforms for a Genie hoist to lift the modules into position. Fast crimped-type pipe fittings and modular power wiring are also used to speed up installation. |
| Skills and health & safety requirements | Less time spent on site, and less time spent working at height. Production of modules in an organised, controlled manufacturing environment offsite is inherently safer than traditional installation on site. |
| Design, commissioning and operation | More information is required at the early stages to define the requirements, and schedule the manufacture and installation. Commissioning of the system is simplified as the modules have been pre-tested in the manufacturing facility prior to delivery on site. |
| Watch points | Co-ordination with other trades and work carried out on site needs to be well organised and accurate in order to reap the full benefits offered by pre-assembly. Floor areas need to be clear of materials and other trades in order to allow access for the installation. |



Reasons for using this technology

- Fast installation, typically taking 25 per cent of the time required to install a suspended ceiling with fan coils
- Modules are pre-assembled and pre-tested offsite to ensure a high quality installation
- To reduce the risk of project overrun
- To reduce environmental impact

Standard approach



Innovative approach



Case study

The time taken for installing modular combined services chilled beams was observed at the New Vodafone world headquarters site at Newbury in Berkshire. The project consisted of seven similar three or four storey office buildings, and utilised a high degree of prefabrication. The modular chilled beam solution was selected due to its fast installation time, certainty of delivery and installation times, high quality manufacture and aesthetic appearance.

Case study project team

Project managers: Buro Four
Structural engineers: Buro Happold
Architects: Fletcher Priest Associates
M&E consultants: Cundill Johnston & Partners
M&E cost consultants: Mott Green Wall
Construction service provider: Bovis Lend Lease
Installing sub-contractors: SAS International

Product supplier:

SAS International, Unit 31, Suttons Business Park, London Road, Reading, Berkshire RG6 1AZ

Tel: 0118 949 1092 Fax: 0118 949 2562
Email: enquiries@sasint.co.uk Web: www.sasint.co.uk

| Activity | Best practice time (hours) | |
|---|----------------------------|--------------------------|
| | Traditional | Innovative |
| Delivery and installation of modules including connection to chilled water system | — | 36.52 |
| Installation of architectural casings, luminaires and power cables | — | 12.11 |
| Installation of data, BMS and fire alarm systems | — | 108.80 |
| Installation of fan coil units and suspended ceiling | 640 | — |
| Total time | 640 | 157.43 |
| | | Time saving 75.4% |

Assumptions:

- The innovative solution is based on observation of the installation of chilled beams for half of an office ceiling in one of the case study buildings.
- The example observed consisted of 47 modules, 15 beams of three modules, and one of two modules.
- The traditional approach is a detailed estimation based on the installation of fan coil units and a suspended grid ceiling system.

off site construction

SEPTEMBER 2006

HARNESSING THE OFF-SITE SOLUTION FOR LIGHTING AND ACOUSTICS

By Malcolm Stamper, Brand Manager, SAS International

Off-site construction is one of the most talked about techniques to help facilitate the build process. How this works in practice can vary but if we take the example of pre-assembled systems, installation time in comparison to traditional methods is one of the key advantages.

Modules, manufactured off-site, have been employed in the design of new schools where various construction and education demands for acoustic, lighting and service standards need to be met.

SAS International's acoustic rafts have been used as an alternative to suspended ceiling systems as a modern, cost-saving solution. Acoustic lighting rafts are becoming increasingly popular within schools, particularly the new 'Academies' because they leave an open soffit for sustainable natural mass cooling, and offer increased design flexibility and significant capital and installation cost savings.

Offering an intelligent acoustic and lighting solution, rafts can be flat, faceted or curved in section to express relief in the ceiling. Luminaires and up-lighting effects are incorporated to deliver illumination of the soffit and re-create natural environmental lighting.

Passive/active cooling elements can be included if required within highly glazed facades to overcome solar gains. Radiant heating and any number of other services such as computer cabling, sprinkler and PA systems can also be included.

Manufactured from metal with a polyester power coating the rafts have the same performance properties of more traditional suspended metal ceiling systems. They are a highly durable and easy to clean solution with an exceptional lifespan and minimal maintenance costs. In addition, they integrate easily with other metal education solutions, such as acoustic baffles and wall panels.

As floating rafts don't cover the entire ceiling plane, capital costs can be reduced. Offsite prefabrication and the pre-integration of lighting and other services into the raft ensures that manufacture and onsite installation costs can be kept down. Fast installation is a real benefit, with SAS's product solutions typically taking as little as 25% of the time required to install a suspended ceiling with fan coils.

Modules pre-assembled and pre-tested offsite also ensure an immediate high quality installation; zero defects and a reduction in secondary damage on site are real benefits. Production of modules in an

In addition there can be a reduction in site costs such as accommodation, storage, logistics and site project management.

On a final note, and an important one to bear in mind, co-ordination with other trades and work carried out on site is key to reap the full benefits of off-site installation for these modules on-site.

At the Business Academy, Bexley, the open plan design placed significant demands on the building and the architect wanted to use

demanding working areas such as the science laboratories, metal systems were used to meet acoustic and rigorous cleaning and maintenance requirements.



organised, controlled manufacturing environment offsite is also inherently safer than traditional installation on site.

The risk of project over-run can also be reduced. Fixed production, delivery and installation times lead to a more certain build programme.

acoustic baffles. As a solution, SAS International designed a series of twelve metre acoustic baffles that also acted as solar shades directing sunlight into the three main atrium areas.

In individual classrooms acoustic floating rafts were used leaving an open soffit for natural mass cooling. In more

SAS International designs and manufactures a wide range of metal solutions including suspended ceilings and prefabricated modules which are available in a variety of different colours and finishes and have an expected lifespan of over 25 years. www.sasint.co.uk, Tel: 0118 929 0900.

HVAC

Chilled ceilings: responding to climate change

The technology offers considerable advantages over conventional air conditioning systems, says John Staunton, Brand Manager, SAS International

IT IS NOW GENERALLY ACCEPTED that some degree of climate change is inevitable. However, it could happen faster than previously predicted — and finding a more eco-friendly workplace cooling and heating system is a key challenge. Buildings must somehow be kept within certain comfort parameters without generating excessive carbon dioxide emissions and must be designed to help minimise energy consumption.

Room comfort is not solely about meeting temperature guidelines; a good supply of fresh air and a consistent ambient temperature should also be achieved. Negative elements of traditional air conditioning relating to room comfort include significant air movement and noise, which can pose problems.

Natural ventilation methods are increasingly being used as energy efficient alternatives and it is the use of chilled ceilings and/or beams which ensure such systems can cope in times of extreme summer heat. Minimal air movement is achieved alongside good air quality and a reduction in noise — all key benefits, given that many studies link the environmental conditions and comfort in the workplace to productivity.

So is a revolution underway? Fan coil units are still the preferred option for conventional air conditioning, particularly within offices, but industry professionals are increasingly taking more notice of the low running costs, sustainable credentials, and aesthetic and space saving benefits that using chilled ceilings and beams can offer.

Drivers for this include recent amendments to the Building Regulations Part L. However, the architectural arguments currently seem to carry more weight. Why resist a solution that provides a flexible means of delivering excellent comfort control and low energy consumption all in a discreet way without the bulky and unsightly duct work associated with air conditioning?

Chilled ceilings and beams provide overhead cooling that achieves good occupant comfort — as they generate minimal air movement and remove the obtrusive noise generated by mechanical alternatives. Fewer moving parts guarantee a long product life and the system's low energy credentials offer considerably reduced running costs.

Such water based systems are environmentally very attractive, particularly in light of recent controversies



over the aggressive effects of modern synthetic refrigerants used in air conditioning. The water supply temperature typically needs to be only 14 or 16°C, which allows the use of cold water storage or free cooling from outside air for a proportion of the year. Options also exist for ground sourcing technology. As a result, a much better energy performance is possible. Chilled beams work on a similar principle, there are active or passive stand alone rafts that can be used without suspended ceilings.

While chilled ceilings and beams will not be appropriate for every building, they can be applied to most office developments both for new build and refurbishment projects. In many respects the solution is ideal for refurbishment applications, given the low installation height requirements and the flexibility it offers the office manager when it comes to reconfiguration of space.

Owner occupiers are quick to see the benefits, especially given rising fuel prices and environmental levies — but it is speculative developers who need to consider the whole life cycle cost and energy efficiency criteria.

SAS International designs and manufactures a wide range of metal solutions including suspended ceilings and prefabricated modules which are available in a variety of different colours and finishes and have an expected lifespan of over 25 years. The company has designed, manufactured and installed over 250,000 sq m of chilled ceilings. For further information, visit www.sasint.co.uk or call: 0118 929 0900.

Natural Progression... (but don't mention box junctions)

The recently appointed SAS Sales Director **Phil Smith** joined the SAS board in 2005. Having been involved in some of the biggest commercial projects in the UK, his "nice guy" reputation is well known in the market and SAS. **Andrew Jackson** talks to Phil to find out all about his past, the present and plans for the future.

Phil Smith is affable and always positive. He is widely liked and respected. Before I interviewed him in his office in Reading I asked a number of people what they thought of him.

"Good bloke" and "young and good looking" were expressions used. So what drives Mr. Smith? To find out I asked Phil to give me a potted history of life and career so far.

Phil was born in Hungerford the second of two boys. Living in a small town he attended all the local schools and eventually finished his 'A' levels in Computer Studies, Maths and Design.

Taking some time out after college Phil worked in various industries on a part time basis. It was in 1995 that he responded to an advert in the local paper for a Trainee Designer at Astec Projects.

As a teenager Phil was employed and started to learn about all the aspects of the Astec design department helping and assisting the designers on various projects. "It was a really interesting time as it was my first proper job and I was learning all about the industry and the way to design using CAD."

Phil worked on Cribbs Causeway Shopping Centre in Bristol, Piccadilly Underground Station and Standard Life in Edinburgh gaining experience in different sectors and product applications.

"There are lots of elements that make us who we are and the way we operate. We work hard, constantly innovate, all the staff are motivated and enthusiastic and that makes a big difference."

Having been with Astec for some time Phil was seconded to site for 8 months in Edinburgh. Working on 1 George Street he enjoyed the transition from the design office to the actual construction and contracting process on site.

"Watching a building evolve and working with all the different trades opens your eyes to the entire process."

Finishing his time on site in Scotland a move to the Pfizer building in Sandwich, Kent meant more site experience and 12 months working on another project.

Returning to the design department at the Astec office in Reading, he chose to be involved with the design of products for manufacture. This would add to his experience gained in design and on-site contracting. He took a job in the newly created design department at SAS in 1999. "It seemed the natural progression from Astec. I was interested in the specification and the way products are designed for manufacture and that is exactly what SAS did."

SAS afforded Phil the opportunity to study a degree in Construction Management which he duly took up.

Being a part of the SAS design team meant Phil was working on many different projects furthering his knowledge of the specification route but also how the SAS manufacturing process worked.

"Moving to SAS gave me a broader picture of a project. The design department is involved in lots of projects using a variety of different products to produce a solution for an architect/client. These products often interact with each other so design can often be complicated and consequently more interesting."

"I will never forget the first job I did... one of the most complicated ceiling systems we manufacture, in some guy's garage... incredible!"

In 2003 having experienced working with architects and designers Phil moved from the SAS design department to Sales. Responsible for areas of London and Scotland. Again he progressed to become more involved with architects and specifiers. One element of the sales job that Phil relished was project meetings. Learning about the building design, planning and how SAS could be involved in the process is still one of the most enjoyable parts of the job for Phil.

"In design you make the ideas of the architect and the SAS sales execs happen in accordance with the SAS process...."

The only way to be involved from the concept stage of a building is by being there to offer the SAS options from the beginning."

You might think that being a sales exec in London working for some of the biggest clients and architectural practices in the world you would be involved in the design and specification of landmark buildings all the time. Phil's first project in sales was a 20sqm suspended ceiling in a car garage near RAF Pinner.

"I will never forget the first job I did... one of the most complicated ceiling systems we manufacture, in some guy's garage...incredible!"

Although starting with the smaller projects it's true to say Phil has been responsible for some of the biggest, landmark projects in London including 1 Wood Street with Land Securities, Telstar House, and offices for Standard Chartered.



The most complicated project ever encountered? After a spell of contemplation and sitting back in his chair a rye smile appears. "CAA Tower." Due to the nature of the circular building and the variety of different SAS products the project was really difficult. However, Phil highlights the advantages of more complicated specifications. "Although it was difficult it was also where we as SAS are able to come in to our own."

Having been with SAS for seven years and worked through different departments Phil has definitive ideas of what the ethos and work ethic of SAS as a mature market leader is..

"There are lots of elements that make us who we are and the way we operate. We work hard, constantly innovate, all the staff are motivated and enthusiastic and that makes a big difference." Take Roger Quiddington...he's 75 and still contributing to SAS..."

During 2005 Phil was promoted to SAS Sales Manager and then progressed to Director within a year. Responsible for the UK SAS sales team, Phil explains the change from sales exec to Manager/Director "It was overwhelming at the time I was really surprised but saw it as a huge opportunity. I'm lucky because the sales team is so well established throughout the UK. Everyone has good experience of the market and our products".

So, is management part of the natural progression theme that seems to be emerging? "Yes, in the same way that I have been learning at every stage about the individual aspects of the industry its great to overlook all the aspects together and see how the company operates."

So what is the future for SAS? Sales in 2006 have been good and the market is looking good for the forthcoming years. "Sales and growth are obviously the most important objectives for the next few years we need to make sure that we have a business case for all activities."

With the large roll out for the Building for Schools Programme ongoing the focus in the education sector continues. Our room comfort products: SAS chilled ceilings/ ISM's and HCP heating products are developing with support and product awareness, SAS Project Management have extended their remit for work, our architectural metalwork products are being given particular promotion as stand alone products rather than a bolt-on to ceiling systems.

Plus the fact that the new West Bromwich factory and CUEBS system will all be up and running in 2007.

"Everyone is busy with the development areas of the company.. It is important that this innovation continues through processes, systems and brands."

However, SAS is developing constantly Phil underlines the obstacles that need to be overcome. "There are only so many hours in the day. We have a vast product range with endless possibilities through SAS design and SAS solutions which means we have to keep our focus."

"In design you make the ideas of the architect and the SAS sales execs happen in accordance with the SAS process.... The only way to be involved from the concept stage of a building is by being there to offer the SAS options from the beginning."

If you did not know Mr. Smith It would be difficult to know just how passionate he is about work and the future. Given his calm and relaxed 'zen' like manner at work I ask him about his time spent out of work.

Phil married Claire in September 2005 after a whirlwind romance lasting 11 years! They met whilst they were at college in Newbury. Having set up home in nearby Henley he tries to spend as much time outdoors in his spare time.

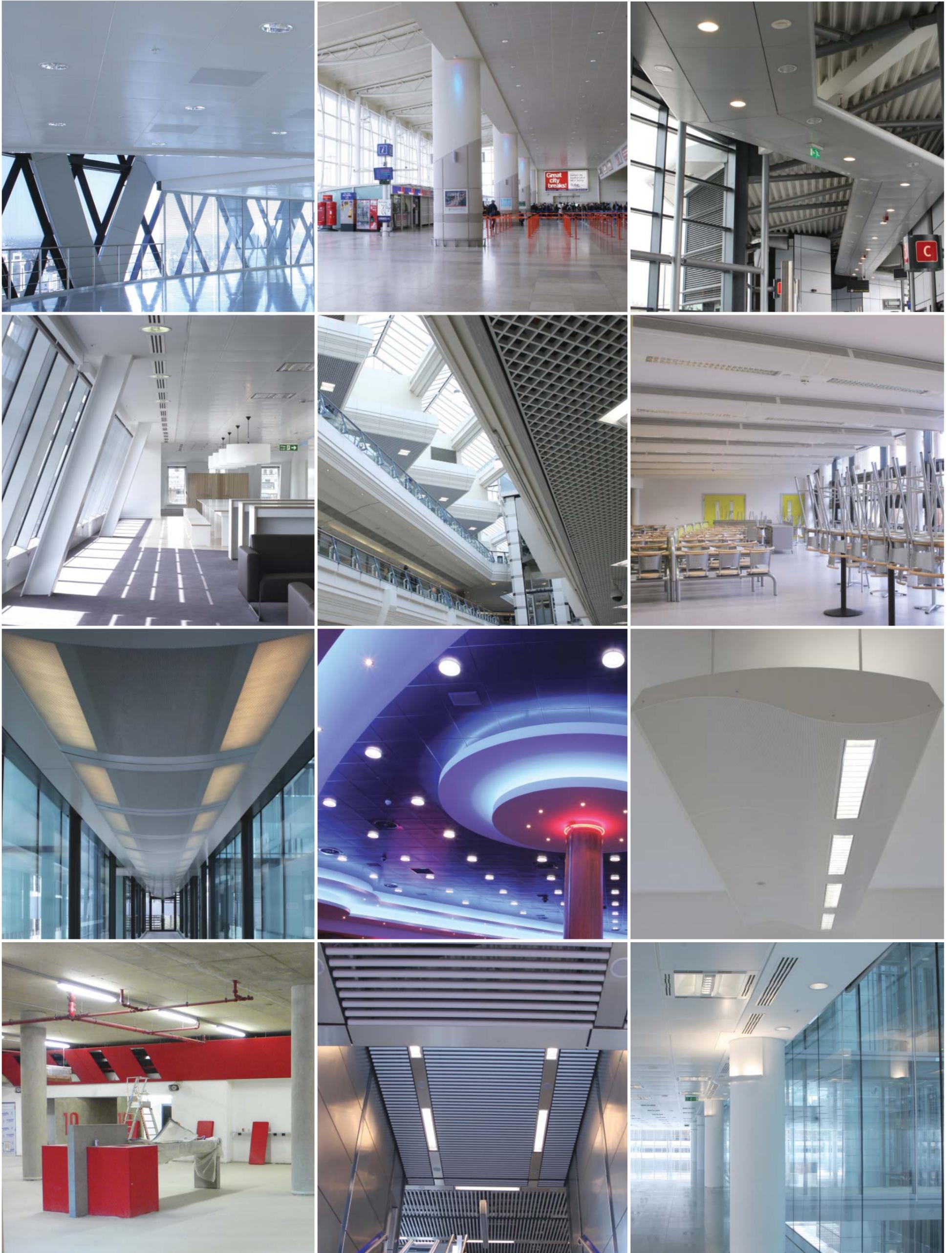
"I try to run and exercise whenever I can, playing golf at the weekend is great, I enjoy reading, seeing friends."

It all seems a bit too good to be true!... recently married, fit and healthy, good golf handicap... surely there must be a few things that makes Phil disgustingly angry at times...

"Parking tickets and box junctions" Phil replies "I can't stand it...I have been caught in box junctions in London on various occasions...I know what's in the envelope as it lands on my desk...it shouldn't be allowed."



Phil dislikes London box junctions



Top Left to Right: 30 St Mary's Axe, John Lennon Airport, Hyde Bus Station, Condor House, The Galleries, Hadley Community School, The Hilton Gatwick, Stanley Circus Casino, Norfolk House, Arsenal Stadium, Wembley Park Tube Station, 80-100 Cardinal Place.

Porsche Carrera Cup 2006



Back To Back Champions

Not many people imagined when SAS started racing Porsche's in 2003 that we would win the drivers and team championship. Winning two consecutive championships back to back has really stamped Team SAS's authority in the motorsport world. Below is an overview of the history of Team SAS, specification of the new 2006 Porsche 997 and a profile of 05/06 Champion, Damien Faulkner.

Team SAS History

2006 is the seventh consecutive year that SAS have sponsored a motor sport team.

Most are aware Eddie's fascination with motor-sport is long running. His involvement includes running cars in various championships.

Over the years running a racing team has become more serious and competitive. Results have gradually got better culminating in the winning of the Porsche Carrera Championship in 2005 + 2006 with driver Damien Faulkner.

Over this time SAS International have become more involved in the Team SAS racing activities. Inviting customers, specifiers and staff to share in the racing experience gives everyone a chance to meet each other out of the work environment and forge greater relationships.

TEAM SAS FACT: Over 500 customers have attended the Porsche racing since the beginning of the 2004 season.

Team SAS Time Line

TVR's

SAS starts with TVR's in 2001 with Andy Britnell TVR Tuscan racing. Impressing many big-budget operations along the way with some very creditable performances, including an outright win at Oulton Park.

2001 was Andy Britnell's Fourth in Tuscan and with 8 wins, 4 fastest laps and 3 Pole positions giving him 2nd Place in the Championship, his best Tuscan season ever.

Andy also won the Donington Park Racing Association Trophy which has many prestige drivers on its nameplate.

A new car for the 2002 Tuscan Challenge brought mixed fortunes and by the time the car was sorted it was too late and a brace of second places and some regular top six finishes resulted in 5th overall at the season end.

2003 Porsche Carrera Cup, Great Britain

VLR (Vic Lee Racing) were responsible for the set up and team management of two SAS Porsche's driven by Andy and Gary Britnell (Phoenix Interiors).

Andy finished 6th overall

2004 Porsche Carrera Cup, Great Britain

Two Porsche's set up and managed by Motorbase Performance with both Andy and Gary Britnell driving.

Both had mixed fortunes throughout the season. Andy manages a podium finish and finishes 6th overall in the Championship.

During the season young Irish driver Damien Faulkner joins the team in a third Porsche. (See profile....)

The season ends with Damien gaining the first ever Team SAS first place in the last race of the season.

2005 Porsche Carrera Cup, Great Britain

Stuart Parker and Team Parker Racing were brought on to set up the two SAS Porsche's. Damien Faulkner driving one and 2003/4 3rd place driver Jason Templeman driving the other.

Damien achieves 7 Race Wins, 18 Races completed and 18 Podium Positions. He wins the Porsche Drivers Championship.

Jason Templeman finishes 3rd in the championship. Team Parker Racing win the Team Championship.

2006 Porsche Carrera Cup, Great Britain

Stuart Parker and Team Parker Racing are responsible for setting up the two cars for the season. Driven again by both Damien and Jason.

The 2006 season sees an upgrade to the new Porsche 997, changes include a sequential gear box and no ABS. (see Porsche panel).

Porsche Specification

The 911 GT3 Cup (Type 997) is tailor-made for customer motorsport and marks a clear step towards a thoroughbred racing car.

The 911 GT3 Cup is equipped with a sequential gearbox, allowing to up-shift at full throttle without using the clutch. The gearbox has already proved its performance in the 911 GT3 RSR car in international GT series.

The Porsche 997 GT3 Cup is equipped with steel discs. Porsche, however, also offers a conversion kit to equip the car with the revolutionary Porsche Ceramic Composite Brake (PCCB) for competitors interested in simultaneously contesting the Porsche Michelin Supercup, this new car also abandons ABS.

- weight approx. 1,150 kg
- engine 3,598cc flat six with four valves per cylinder
- max power 400 hp at 7,300 rpm
- max torque 400 Nm at 6,500 rpm
- max rpm 8,200 rpm
- six-speed sequential gearbox
- rear-wheel drive
- blade-type anti-roll bar
- continuously adjustable suspension (heights, camber, track)
- Michelin slick and wet tyres



Damien Faulkner

Damien Faulkner has been Ireland's leading International motor racing competitor for the last ten years. The Donegal driver has competed and won in Indy Lights, FIA Sportscars, Porsche Carrera Cup, Formula Palmer Audi, Formula Renault, Formula Ford and Vauxhall junior and is the reigning Porsche Carrera Cup GB champion.

In addition Damien has competed in British GT's and the Porsche Supercup as well as having acted as a safety car and Doctor's car driver at F1 Grand Prix's.

Among Damien's claims to fame is being part of the closest three car finish in motorsport history. During his time in Indy lights, Damien came in second of a trio of drivers who crossed the line within 0.001 of a second at the Kansas speedway in July 2001.

Until 2004 Damien drove in occasional Porsche races before signing full time with TEAM SAS for the second half of 2004. Damien took the team's first ever win at the final round of the championship and a number of podium places. His 2004 performances were impressive enough for SAS to sign him up for the full 2005 season and he went on to win the championship taking seven victories and eighteen podiums.

This season Faulkner has won the championship again and holds the record for podium appearances 38 of 40 starts.



Go Kart CAMERON



SAS also sponsor young Cameron Somerville who competes in the UK Go Kart Championships.

Livery From 2002 - 2006



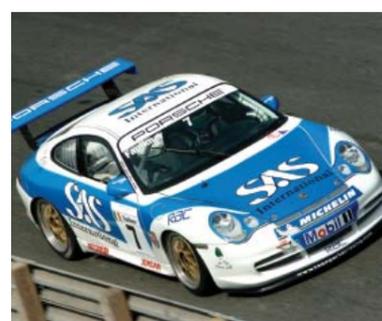
2002



2003



2004



2005



2006

Meet SAS... Marketing

Every issue of the Insider will give you a chance to meet a department

Q&A

How did you end up working at SAS International and what is your current role ?

The best thing about working at SAS ?

And the worst ?

If you could change one thing about working at SAS what would it be ?

First job ?

Hobbies ?

Your proudest achievement and why ?

The last CD you bought or music downloaded ?

Favourite food ?

Andy



Having been a Marketing Communication Manager in the construction industry for a number of years I joined SAS to re-brand the company.

The people, the products and the approach. Although we are a market leader we still have lots of potential to be realised.

Communication across the group needs to improve.

The importance of communication.

Wine assistant in a local supermarket. I also worked at a fish & chip shop.

Golf and playing drums in an Acid jazz band...

Meeting my fiancée in Auckland and persuading her to come back to the UK.

Valarie by The Zutons.

Curry, jacket potato & Tuna...(not all at once !)

Trevor



Through an employment agency to do tele marketing. But I changed position in the company and am now IT and Facilities Manager.

The people.

Unblocking the ladies toilets.

The working hours would be 11-2 with an hour for lunch Tuesday to Thursday (the pay would remain the same).

Petrol station cashier.

Eating, drinking, photography, swimming, 1st aid for Red Cross.

Becoming a homeowner!

Lilly Allen.

Steak and chips.

Andrea



After finishing University I worked in a bank, then I got the job in the design department and a year later I moved into marketing.

The people and interesting challenges.

Not having enough time to do presentations that have been left until the last minute!

Planning work to have more realistic deadlines. Having a window would be nice too.

I was 16 and worked on the cheese counter in Somerfield, Hinckley.

Cycling, gardening and painting.

I always thought it would be getting my degree and graduating until I had my son Adam with my partner Steve.

Barry White.

Fillet steak in red wine. Followed by strawberries & cream.

John



Having worked in business marketing for 9 years. I applied for a position at SAS. I'm now SAS's Room Comfort Brand Manager.

It's only 7 miles from home - In my previous role, the office was 120 miles away. I also find the construction/building industry very interesting and have learned a lot in my few short weeks I've been here.

As I used to stay in hotels a lot, I've now had to start buying shampoo and shower gel!

I sometimes cycle to work, so it would be quite handy if there were shower facilities here.

One summer I worked at a solicitors as a general dogsbody. My role involved buying the office's tea and biscuits - Fig rolls & Jaffa cakes.

I enjoy keeping fit and run or cycle a fair bit. I also like travelling and try to add a country or two to my list each year.

My recent wedding day when my wife said I will and all our family and friends were present.

I haven't bought any music in a long time but I was lucky enough to get a Snow Patrol CD for my birthday, which is very good.

I do love proper Italian pizzas, especially if they are cooked in a proper wood-burning oven.

Malcolm



Working in the construction industry for the past 12 years, the position of SAS Brand Manager appealed to my interest in the market and product.

The staff and working environment at Reading.

The varied brand images and messages that we currently present to the market.

To change the perception internally and externally that we are more than SAS Ceilings.

Working Saturdays and during the holidays for the local pet shop.

Spending time with my children, swimming and sailing.

Getting married to my wife and having two great children.

The Killers.

A good steak, with plenty of chips, mushrooms and onion rings!

Human Resources

Julia Davis
Group HR Manager

This HR article will appear in every issue of the SAS Insider where I will endeavour to update you all with new starters and any HR news that you as an employee of SAS need to know. If you have any questions on any aspects of HR you should in the first instance contact your site HR administrator.

The HR Team is Julie Heath at Maybole, Rachel Ketley in West Bromwich and Brigid Matthews at Reading. I manage the group HR & Bridgend. The HR resource has been fragmented across the SAS Group due to the nature of the activities and workforce at each individual SAS facility, where for a number of years we have run almost separate localised departments.

We are now in the midst of re-developing the Human Resources practices and policies across the group. This means having SAS Group policies that are refined or altered in accordance with the working practices of each site.

Some of the changes will include:

- An SAS "Blue Book" Update: The new blue book will be updated with more information about the staff and teams within the group. It will include roles and responsibilities of each employee listed, photographs and contact numbers.

- A revised version of the SAS Employee Handbook which will be issued to all employees.
- Standardised and referenced HR Forms.
- Improved site induction within the Group.

Factory Induction Training

We have in place a group wide internal induction programme aimed at new office based SAS staff and/or existing staff that may need refresher training. The purpose of this training is to provide an overview and basic understanding of how our product is developed from design, sales order processing, manufactured and delivered to our customers. The product knowledge gained by attending this induction should help the staff appreciate the complexities involved in the manufacturing processes.

Due to increasing work demands aspects of the induction programs have tended to slip and new employees have not benefited from visits. From this point forward all new employees will be required to undergo factory induction that will include hands on experience in various manufacturing activities.

Reserving Induction Training

All site induction should in the first instance be requested and arranged with your own site HR administrator who in turn will organise and make the appropriate arrangements with the HR administrator at the required location.

Reading

Induction at Reading will include time spent in Design, Sales, Sales Order Processing, Estimating, Logistics/Dispatch, Export, Marketing, Market Research, and SAS Project Management.

This one-day induction programme provides an overview of the activities of each Reading department. A second day is optional depending on the role of the new starter.

Bridgend

The induction course is spread over 4 days Tuesday to Friday leaving early Friday afternoon. Majority of time will be on the shop floor working:

- Day 1** Slitting, Perforating and Wemo forming. This will include tool room and engineering back up.
- Day 2** Amada, Press Shop and Paint line. Emphasis will be on small batch specials and bracketry.
- Day 3** Assembly, Insulation Shop and Chilled.
- Day 4** (½ Day) Sales order processing including order analysis, input, planning and dispatch.

Induction training is hands on, and people will be expected to work the machines. A detailed schedule will be provided on arrival.

Details of the training received will be recorded on personnel training files.

Feed back and evaluation is also required for purposes of monitoring and revising the training itinerary.

West Bromwich

To be revised in line with the opening of the new factory. Details to follow.

Maybole

Induction training at Maybole requires 3 full days if not attended Bridgend - which split as follows:-

- Day 1** Order Processing/Engineering 2 hrs
CNC Areas
Remainder of day
- Day 2** Press brakes 4 hrs
Welding/Dressing 4 hrs
- Day 3** Paint Plant 4 hrs
Post paint operations 4 hrs

If employee has already visited Bridgend then Day 3 can be excluded but day 1 and 2 are full days. Again as Bridgend this is a hands-on training programme.

HCP Hastings

If required as part of a job role and induction at HCP can be provided please co-ordinate this with Robin Dixon, HCP General Manager.

SAS HR Employee Numbers:-

OCT 2006

- 172 employees in Bridgend
- 94 in Maybole
- 82 in Reading
- 103 in West Bromwich
- 10 at HCP Hastings.
- A TOTAL OF 461 and growing!

Lewisham Children & Young Person's Centre

An Integrated Centre... A Better Way of Working

This exciting new centre provides a host of integrated specialist services for the community.

The Lewisham Primary Care Trust, disabled children's service, special education needs service and the child and adolescent mental health service are all housed in the new building. With other voluntary sector organisations locally nearby it means everything is accessible for the local community.

With over 250 staff working in the centre, including practitioners and support teams who specialise in working with children, the new centre will be the first of its kind providing such a comprehensive range of integrated services for specialist child health or mental health, social care or educational needs.



Staff, families and young people have been closely involved in the design and development of the new centre, which has been cited by the Commission for Architecture and the Built Environment (CABE) as an example of excellence in design.

Lewisham Primary Care Trust decided to run a design competition in order to attract high calibre designers and have a range of options to consider for the new centre. This innovative approach led to four designers being short listed to develop their design ideas.

Groups of parents and staff as well as a technical panel were all involved in assessing the designs and contributing their ideas. The unanimously decided designer Van Heyningen and Haward had come up with a fresh, modern and high innovative design and awarded them the project.

Lewisham Primary Care Trust has appointed William Verry as main contractor. SAS Project Management successfully bid and was appointed as the ceilings sub-contractor.

SAS Project Management designed, supplied and installed the ceilings package. The team at Maybole manufactured 394 Curved System 600 modules. In addition 239 radiant heating panels, were manufactured by the team at Bridgend.

Lewisham Facts

A £13.3 million five story centre

Funded by health authority capital and agencies selling existing premises

The ground and first floors offer reception and assessment and treatment facilities for children and young people.

There is a parent resource room, small café and training facilities for users

In addition there is a small garden and additional outside space.

The top three floors houses the staff and services from the three organisations.



Lewisham CYPC Timeline

| | |
|------------------|--|
| 1996 - | Concept of new building for Children & Young People's services in Lewisham first discussed by primary care providers |
| October 2002 - | Design competition notice published |
| January 2003 - | Short list of architect practices received design brief |
| March 2003 - | Competition entries submitted and winner announced |
| April 2004 - | Planning Permission is agreed |
| June 2004 - | Full Business Case Approval |
| September 2004 - | Tendering process for Construction Company |
| January 2005 - | Construction Company move onto site and start to build the new centre |
| Summer 2006 - | Centre completed and services open |



The SAS Insider welcomes news and comments from everyone at SAS International and HCP. Please email sasinsider@sasint.co.uk. Contact Andrea England on 0118 929 0900 or any member of the marketing team.

Written & Produced by the SAS Marketing team

SAS INSIDER

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