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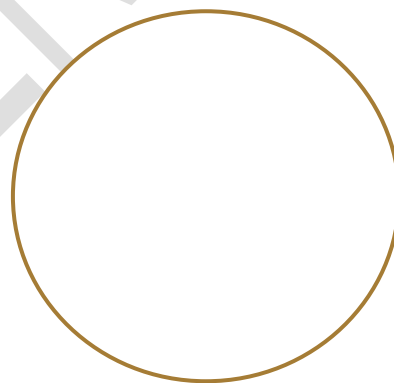
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1. Purpose

This guide serves as the main reference for the guidelines adopted for project management in SAPTCO, inclusive currently of one policy that ensures the availability and efficiency of project management tools and mechanisms that maximize projects' chances of success.

2. Scope


The policy is applicable to all SAPTCO employees: full time employees, freelancers, and consultants, as well as other legal entities such as groups, committees, sectors, departments and various sections in the company, in addition to the systems of SAPTCO.

3. Ownership, Roles and Responsibilities

- Project managers are designated by projects owners.
- The Results Delivery Office (RDO) is responsible for monitoring projects performance.
- Amending this document is done after approving the changes in accordance with the authority matrix, followed by the Quality and Safety Sector issuing an amended document; to be maintained according to the approved documentation process.
- The Internal Audit Sector is responsible for ensuring that the policy is effective and is being followed by all relevant parties as intended.


4. References

Project Management is done in accordance with Project Management

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Institute (PMI) best practices that match SAPTCO requirements and in accordance with the Project Management Manual approved by the RDO. Presenting and detailing the policies included in this guide is based on best practices in the surrounding companies and consulting firms; the procedures and laws implemented in SAPTCO have been taken into consideration.

5. Policies

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1. Project Management Policy

(Code: CT-PM-2-01)


Objective

This policy aims at ensuring the correct management of projects from initiation till closure and the fulfillment of their objectives in accordance with international project management practices.


Statement

1.1 General Project Management:

- 1.1.1 For projects that require the involvement of external contractors or consulting firms, new practices can only be applied after getting them reviewed and approved by the RDO.
- 1.1.2 For a new project, an official permit from the requesting party needs to be approved according to the authority matrix, followed by inclusion in the RDO's project portfolio, and categorization whether strategic or operational. A Project owner and a project manager must be defined for the project to be commence.
- 1.1.3 Project managers should have the adequate experience and training in project management, and they should be familiar with the Project Management Manual approved by the RDO.

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- 1.1.4 The project manager shall initiate, plan, execute and close the project in accordance with international best practices and the Project Management Manual approved by the RDO.
- 1.1.5 The budget required for the project must be coordinated with the Finance Department and all approvals obtained prior, and in accordance with the authority matrix before proceeding with any project related activities or commitments.
- 1.1.6 All necessary licenses and approvals should be obtained for the project prior to its execution.
- 1.1.7 In case of new projects not included in the annual projects plan; all necessary approvals must be secured in accordance with the authority matrix.
- 1.1.8 Any required contracts with external contractors or consulting firms shall be secured through the Procurement Department and in accordance with the approved procurement management policies.
- 1.1.9 The project manager shall monitor and evaluate the project compared to the desired objectives and results and shall report to the project owner and the RDO periodically.
- 1.1.10 If the project requires any changes during its execution, these changes should be approved, according to the authority matrix and change management procedures mentioned in the project management manual, prior to the implementation of change.
- 1.1.11 The project manager must submit a request to close the project in one of the following two cases: first when the project achieves its

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objectives and second is when the project is no longer meeting the original intended purpose (and this may apply at any stage of the project lifecycle). The approval to closing the project should be granted according to the authority matrix.

1.2 Engineering Projects:

- 1.2.1 A unified approved code must be specified and fulfilled in the structural and electromechanical designs, during the planning stage and before execution.
- 1.2.2 On site, a takeover report should be prepared and attached to the contract. This takeover report should mention everything that must be preserved and delivered at the end of the project, such as buildings, machines, etc., as well as the delivery date.
- 1.2.3 In the event the contractor does not show up on site for the takeover process, after being notified by an official letter from the Engineering Projects Department, the site takeover report should be issued, and the contractor should be notified of the proceedings by an official letter. The date of the handover committee being onsite is considered the date of handing over the site to the contractor.
- 1.2.4 A consistent system should be established for the various permits required on site, including the entry and exit of equipment and materials.