شركة تروبا العربية
Trubarabia
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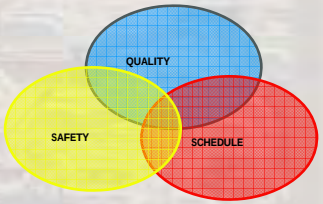
COMPANY PROFILE





Truba Arabia Co. Ltd.
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CONTENTS

Introduction

- Truba Arabia is a Joint Venture between PT.TRUBA JAYA ENGINEERING (TJE) formerly PT.Truba Jurong Engineering, a leading general contractor in Indonesia and ARABIAN BEMCO CONTRACTING CO. (BEMCO) the leading EPC contractor in Saudi Arabia.

- Truba Arabia started to operate in 2002 to serve the Electro-Mechanical installation of the power generation industry, oil & gas plants and industrial plants projects in Saudi Arabia and in the GCC region.

- Truba Arabia's competitive edge is the know-how and expertise originating from PT.Truba Jaya over 30 years of successful track record in the construction of over 15,000 MW of power plant installations as well as countless industrial plants in Indonesia and overseas.

- Powered by a dedicated team of Professionals and a strong workforce of over 2,000 men, Truba Arabia has already been contracted to install more than 100 gas & steam turbines in Saudi Arabia with a combined generating capacity of 6,500 MW in various electric facilities around the Kingdom.

- Truba Arabia is a ISO 9001:2008 certified Organization wherein the Scope of the Certificate is "***Project Construction Management of the Installation, Erection, Site Fabrication of Electro Mechanical Equipment for Power Plants, Industrial Plants, Oil & Gas Plants***". TJE provides support to the company by mobilizing experienced key project supervision personnel from its core, and provides the technical assistance in all aspects of the management of projects.

- The hallmark to Truba Arabia's growth is Dedicated Teamwork, Commitment to Quality, Safety and Client Satisfaction, which has enabled us to provide Reliable service to our valued Clients.

COMPANY INFORMATION

Registered Name	TRUBA ARABIA LLC
Type of Company	Incorporated, Limited Liability Company
Commercial Registration No.	4030150730
Establishment Date	17/06/1425H 04/08/2004G
Business Address	P.O Box 13843, Jeddah 21414 KSA Al Rawdah 2, Ibn Zaydoun St.
Telephone / Telefax / Website	+966 2 664 0477 / +966 2 667 0517 www.trubarabia.com
Shareholders	Arabian Bemco Contracting Co. - 50% PT. Truba Jaya Engineering - 50%

Authorized Capital	10,000,000 Saudi Riyals
Banks	SAMBA Al Rajhee Bank
External Auditors	Deloitte & Touche Bakr Abulkhair & Co.
Board of Managers	George Aboufadel Emad Ghandourah Shawki Eid M.M.A. Gofran Hari Takariyadi I. Wayan Madik Kesuma
Management	R. Lorenzo — Executive Manager Samir Abdul Raouf — Support Manager Md. Mustafa Taher — Personnel Manager Kaleb Manueke — Finance Manager Cahyono — PPC Manager N. Karthikeyan — EHS Manager Yan Purnama — Logistics Manager Wahid Ramdan — Sr. Project Manager Senthilmal — Project Manager Jonathan Badoy — Site Manager

Truba Structure & Management

MANAGEMENT

- **BOARD OF MANAGERS (6 Members)**
  Management of the company, represent the Company in relations with others and approves company's major exposures.

- **EXECUTIVE MANAGER**
  Fully authorized to lead the day to day management of the company and the implementation of resolutions and programs of the Board.

- **OPERATIONS MANAGER**
  Responsible and accountable for the contractual obligations to the Client, provide to the Project Managers & Construction Managers the required support, supervise the quality of work and timely completion.

- **PROJECT MANAGERS**
  Provide the strong leadership to execute and implement the contract of the company with the Client, shall be responsible and equally accountable for the project.

- **FUNCTIONAL MANAGERS**
  Plays a major role in providing the necessary pre & post award support to project operations, assignment of qualified and well trained staff to support the projects,
  - Finance / Accounting
  - Logistics
  - Personnel
  - Administration
  - Quality
  - Safety

Scope of Electro-Mechanical Works

COMPLETE INSTALLATION OF:

1. Gas Turbines/Generator
2. Steam Turbines/Generators
3. Boilers
4. HRSG
5. On-board electrical and instrumentation
6. Balance of plant mechanical equipment (rotary & static)
7. Prefabrication and installation of HP, IP & LP process piping & supports
8. Tanks & vessels
9. Steel structures
10. Painting and Insulation
11. PWHT
12. Process Instrument Calibration
13. Electromechanical repairs
14. FGD& ESP
15. Fuels System (Gas, Diesel, Forwarding Skid, Compressor, fuel Treatment Plant)
16. Boiler Feed Pumps
17. Fire Fighting System & Compressed Air System, Nitrogen System, Hydrogen System

OUR SERVICES INCLUDE:

1. Construction management & supervision
2. Supply of skilled manpower and camp facilities
3. Supply of Construction equipment and tools
4. Hydrotests
5. QA/QC and Third party inspection
6. Safety program
7. Handling of Client's materials

TYPICAL POWER & INDUSTRIAL PLANTS SERVED:

1. Open cycle / Combined cycle power plants
2. Steam power plants
3. Cement plants
4. Chemical plants
5. Petrochemical plants
6. Fertilizer plants
7. Steel plants

EXPERIENCE LIST

Name of Project	Size	Make	Location	Scope	Client/Owner	Schedule
CPS Extension Project	150 MW	3 units GE Frame 7E GT	Asir, Jizan Tihama	Electro-mechanical installation of gas turbines & auxiliaries	Arabian Bemco / SEC	Jan.2002-Nov.2002
CPS Extension Project	150 MW	3 units GE Frame 7E GT	Asir, Jizan Tihama	Electro-mechanical installation of gas turbines & auxiliaries	Arabian Bemco / SEC	Jan.2003-Nov.2003
Al Safi Danone Integrated Dairy Plant Expansion Project	Various	GEA Tuchenhagen	Al Kharj	Mechanical Equip. & piping Installation • New Dairy Plant • Milk & Laban Project • Tornado 2	GEA Tuchenhagen / Al Safi Danone	Mar.2003-Dec.2003 Mar.2004-Sep.2004 Sep.2004-Feb.2005
Al Safa Substation	110 KV GIS	Toshiba	Al Safa	Electro-mechanical installation (Indoor & Outdoor)	Arabian Bemco / SEC	Oct.2003-Oct.2003
Khaybar Substation	110 KV AIS		Khaybar	Electro-mechanical installation (Indoor & Outdoor)	Arabian Bemco / SEC	Oct.2003-Oct.2003
PP9 Power Plant "E" Block Ultra Fast Track Project	400 MW	8 units GE Frame 7E GT		Electro-mechanical installation of gas turbines inclusive auxiliaries & BOP	Arabian Bemco / SEC	Mar.2004-Sep.2004
Tabouk Power Plant Expansion Project	100 MW	2 units GE Frame 7E GT	Tabouk	Electro-mechanical installation of gas turbines inclusive auxiliaries	Arabian Bemco / SEC	Feb.2004-Nov.2004
Sadaf Cogeneration Plant Project	200 MW	2 units Siemens - Westinghouse	Jubail	Electro-mechanical installation of gas turbines	Arabian Bemco / Siemens / Sadaf	Mar.2004-Dec.2004
Aramco Bulk Plant Project	Various	Various	Madina	Installation of piping, mechanical equipment & electrical	Arabian Bemco / Saudi Aramco	Sep.2004-Aug.2006

EXPERIENCE LIST

Name of Project	Size	Make	Location	Scope	Client/Owner	Schedule
King Abdul Aziz University Chiller Plant Link Piping Project	Various	Various	Jeddah	Installation of aboveground & underground pipes	Arabian Bemco / King Abdul Aziz University	Aug.2004-Mar.2005
PP7 2 Riyadh	200 MW	2 units Siemens	Riyadh	Electro-mechanical installation of gas turbines	Arabian Bemco / SEC / Siemens	Nov.2004-Jul.2005
Najran CPS Extension Unit 9	50 MW	1 unit GE Frame 7E GT	Najran	Electro-mechanical installation of gas turbines & auxiliaries	Arabian Bemco / SEC	Jan.2006-Aug.2006
Shoaiba Stage II Phase 1 Power Plant Units 11, 10 & 9	1,110 MW	3 units Alstom / ABB	Shoaiba	3 x 370 MW power block & steam turbines inclusive all mech. Equip., piping, instrumentation, painting & insulation	Alstom Power Centrales France / SEC	Jan.2005-Dec.2006
Shoaiba Stage II Phase 2 Power Plant Units 8, 7 & 6	1,100 MW	3 units Alstom / ABB	Shoaiba	3 x 370 MW power block & steam turbines inclusive all mech. Equip., piping, instrumentation, painting & insulation	Alstom Power Centrales France / SEC	Mar.2006-Dec.2007
Hail Unit 6	50 MW	1 unit GE Frame 7E GT	Hail	Electro-mechanical installation of gas turbines & auxiliaries	Arabian Bemco / SEC	Dec.2006-Jun.2007
PP9 Block C & D Power Plant	800 MW	16 units GE Frame 7E GT	Riyadh	Mechanical & Electrical installation of gas turbines inclusive of auxiliaries & BOP piping	Arabian Bemco / SEC	Jul.2006-Dec.2008
Najran Unit 10	50 MW	1 unit GE Frame 7E GT	Najran	Electro-mechanical installation of gas turbines & auxiliaries	Arabian Bemco / SEC	Aug.2007-Jan.2008

EXPERIENCE LIST

Name of Project	Size	Make	Location	Scope	Client/Owner	Schedule
PP9 Block F Power Plant	400 MW	8 units GE Frame 7E GT	Riyadh	Mechanical installation of gas turbines inclusive of auxiliaries & BOP piping	Arabian Bemco / SEC	Nov.2007-Dec.2008
Qurayya (Simple Cycle) Power Plant	1,800 MW	15 units GE Frame 7F	Qurayyah	Mechanical installation of gas turbines inclusive of auxiliaries & BOP piping	Arabian Bemco / SEC	Nov.2007-Oct.2010
Juaymah Gas Plant	Waste Water & Spent Caustic System	Piping	Juaymah	Mechanical, piping and painting works	Arabian Bemco / Saudi Aramco	Aug.2008-Jan.2009
King Abdul Aziz University CUP-2 Project	Chiller Plant	5 Dual Mode Chillers 36 Fluid Coolers	Jeddah	Mechanical works & installation of above ground & underground pipes	Arabian Bemco / King Abdul Aziz University	Jan.2009-Sep.2009
PP10 - Riyadh	1,200 MW	24 units GE Frame 7E GT	Riyadh	Mechanical installation of gas turbines inclusive of auxiliaries & BOP piping	Arabian Bemco / SEC	Jun.2009-Jun.2011
Shoaiba Stage III Power Pant	1,100 MW	3 units Alstom	Shoaiba	3 x 397 MW power block & steam turbines inclusive all mech. Equip., piping, instrumentation, painting & insulation	Alstom Power Systems / SEC	Nov.2009-May.2011
Qurayyah Combined Cycle Power Plant – Phase C	1,300 MW	5 Blocks	Qurayyah	Mech. erection of condensors Steam Turbine Generators, Piping's & Insulation Works	Arabian Bemco / Doosan / SEC	Jun.2010-Dec.2012

EXPERIENCE LIST

Name of Project	Size	Make	Location	Scope	Client/Owner	Schedule
Qassim Power Plant Extension III	480 MW	8 units GE Frame 7E GT	Qassim	Mechanical installation of gas turbines inclusive of auxiliaries & BOP equipment, piping	Arabian Bemco / SEC	May.2011- Oct 2012
PP10 Block C1	240 MW	4 units GE Frame 7E GT	Riyadh	Mechanical installation of gas turbines inclusive of auxiliaries, BOP piping works	Arabian Bemco / SEC	Oct.2011-Apr.2012
Qurayyah Power Plant Block 6	620 MW	3 units GE Frame 7E GT 1 STG	Qurayyah	**Mech. Erection of Gas Turbines & auxiliaries , HRSG, STG & BOP Mech. works**	Arabian Bemco / SEC	Jun.2011- Dec.2012

PROJECT PHOTOS

Project: SHOAIBA STAGE 2 PHASE 1&2
Size: 6 x 380 MW
Location: Shoaiba, Saudi Arabia
Date: 3 units: Jan.2005 – Dec. 2006
3 units: Mar.2006 – Dec.2007
Owner: **Saudi Electric Company (SEC)**
Client: Alstom Power Centrales France

Scope of Works:
Power Block & Steam Turbines – Install HP,IP,LP Pipings, Vessels, Mechanical Equipment, Generators, Instrumentation, Insulation.

PROJECT PHOTOS

Project:	PP9 POWER PLANT (BLOCK C & D)
Scope:	Mechanical & Electrical Installation of Gas Turbines Including BOP
Size:	800 MW
Make:	16 units GE Frame 7E GT
Location:	Riyadh, Saudi Arabia
Date:	Jul.2006 – Dec.2008
Owner:	Saudi Electric Company (SEC)
Client:	Arabian Bemco

PROJECT PHOTOS

Project: Qurayyah Power Plant
Scope: Mechanical installation of gas turbines inclusive of auxiliaries & BOP piping
Size: 1,800 MW
Make: 15 units GE Frame 7F GT
Location: Qurayyah, Saudi Arabia
Date: Nov. 2007 – Jun. 2009
Owner: Saudi Electric Company (SEC)
Client: Arabian Bemco

PROJECT PHOTOS

Project:	PP9 POWER PLANT (BLOCK F)
Scope:	Mechanical & Electrical Installation of Gas Turbines Including BOP
Size:	400 MW
Make:	8 units GE Frame 7E GT
Location:	Riyadh, Saudi Arabia
Date:	Nov.2007 – Dec.2008
Owner:	Saudi Electric Company (SEC)
Client:	Arabian Bemco

PROJECT PHOTOS

Project: PP9 POWER PLANT (E BLOCK) ULTRA FAST TRACK PROJ.
Scope: Complete MEI Installation of 8 x 60 MW GE Frames 7 Gas Turbine Plant including BOP.
Schedule: Mar. 2004 – Sep. 2004
Client: Arabian Bemco Contracting Co.
Owner: Saudi Electricity Company (SEC) Central
Location: Riyadh, Saudi Arabia

Project: PP9 POWER PLANT (BLOCK F)
Scope: Mechanical & Electrical Installation of Gas Turbines Including BOP
Size: 400 MW
Make: 8 units GE Frame 7E GT
Location: Riyadh, Saudi Arabia
Date: Nov.2007 – Dec.2008
Owner: Saudi Electric Company (SEC)
Client: Arabian Bemco

PROJECT PHOTOS

Project: AL-Safi-Danone Milk Factory
Location: Al Kharj Riyadh, Kingdom of Saudi Arabia
Date: March – August 2003
Owner: Al Safi-Danone
Client: GEA Tuchenhagen
Scope of Works: Mechanical & Piping Works

Project: Medina Bulk Plant
Location: Medinah, Kingdom of Saudi Arabia
Date: Sept.2004 – Aug. 2006
Owner: ARAMCO
Client: Arabian Bemco
Scope of Works:
Erection of Pipes, Electrical Installation and Mechanical Equipment

PIPING WORKS

Close Cooling Water Pipes - Shoaiba 1

High Pressure Feed Water Pipes Shoaiba 1

Stainless process pipes
Al Safi Milk Danone Factory

Stainless Steel Pipes – Al Safi Danone

Chiller Cement Lined Piping - KAAU

HP/ LP Pipes – Shoiaba 1

PIPING WORKS

30” GAS PIPELINE – QURAYYAH PROJECT

PIGGING ON GAS PIPELINE – QURAYYAH PROJECT

MECHANICAL WORKS

Condenser Water Box - Shoaiba 2

Erection of Stack – PP9 Block E

Surge Tank Installation- Shoaiba 2

Close Cooling Water Intercooler at Shoaiba Proj.

Turbine Alignment at Najran Proj

Fuel Treatment Skid at Najran Proj.

INSULATION WORKS

TIAC – PP9 Block C, D & F

Calibration Works

Diff. Pressure Indicator

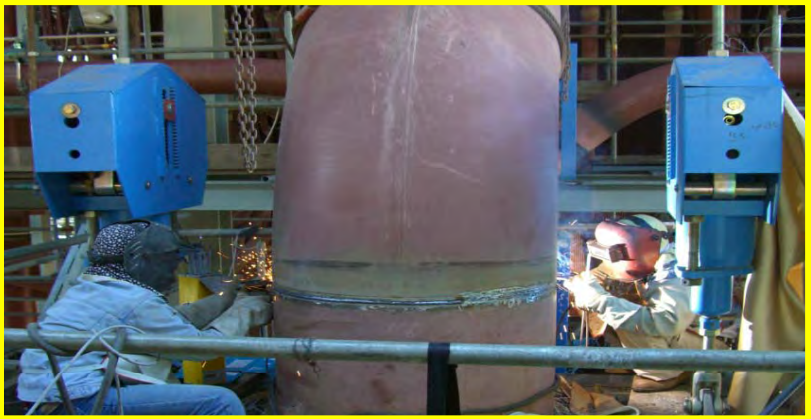
Temp. Indicator Calibrator

Level Switch

Multi-function Calibrator

PWHT WORKS

High Pressure Steam Pipes – P91
Shoaiba Project



Project Management

OPERATIONS
The Operations Division of Truba Arabia is the centre of day to day management of projects and is headed by Operations Manager.

LINE ORGANIZATION

The frontline management in the fields is the Field Supervisor. He is responsible for a Work Package. He leads many Foreman, technicians and helpers on a range of 50 to 100 people.

There are 5 levels of hierarchy between him and the Executive Manager, allowing a greater degree of flexibility of command, if needed.

Superintendent – is responsible for 1 WBS. He leads many field supervisors and field engineers.

Construction Manager – is responsible for all Construction work at the site. All Superintendent reports to him.

Project Managers – is responsible for the day to day operation of the project at site. He reports to Operations Manager. The Project Manager is the contact person of Truba at the job site.

SUPPORT ORGANIZATION
Attached to every Project Site Organization are clusters of groups that provide "back-room" essential work to the line organization:

- Quality Control
- Safety
- Project Planning & Control
- Material Control
- Warehousing
- Equipment maintenance
- Personnel Administration
- Camp Management
- Finance

HO SUPPORT
In the Head Office, the project site organization is supported directly buy the following depts. on daily basis:

- Logistics
- Procurement
- Finance & accounting
- Administration

CONTRACT AWARD
Truba Arabia Ltd. (TA) executes a Project by establishing a fully-dedicated Project Team under the leadership of capable Project Manager. The involvement of the Project Manager starts from the proposal stage where he takes the lead, or his inputs are taken by the Proposal Team. He usually joins the clarification meetings and negotiation meetings with the client.

Potential key persons are identified and short listed. During proposal preparation, their inputs or suggestion are solicited, even while still on another project assignment, either by emails, telephones or internal meetings. This is to ensure that basic data used for the proposal is relevant and competitive.

Upon notification of award by the Client, a Job Number is assigned to new project. This number is used permanently all throughout the system to identify the project i.e., accounting, project control, finance, administration. At this stage, the Proposal Team shall hand over the documents related to the PM and PPC Engineer of the new project.

The Client calls for a kick-off meeting in his office or project site wherever is convenient. TA Project manager and team prepares well for this meeting to make a good presentation and to give good impression and confidence to the Client.

A contract review meeting is held with the client to clarify all the contract documents, both commercial and technical. This includes the SOW, DOR & BOQ. TA involves all its stakeholders in this process to ensure that all stakeholders are having the same language and commitment. Several rounds of meetings are held, and the process is concluded by signing of the agreements by the authorized persons.

PROJECT ORGANIZATION

TA implements a matrix type of organization. Functional departments in the HO, such as QA/QC, Safety, PPC, Material Control, Operations, Admin, are responsible for the assignment of qualified staff to the project. They are responsible for recruitment, training and deployment, and shall prepare the management system necessary for the staff to carry out his job in the project.

Every staff assigned to the project shall report to the Project Manager. In a matrix organization, the performance of the engineers and staff are evaluated jointly by the PM and concerned functional dept. manager. This ensures that performance is measured and rewarded objectively.

The organizational chart is submitted to the Client for approval. If required, the CV of the key people are also submitted.

KICK-OFF MEETING

A kick-off meeting is an important event to start a project in the company. The Project Manager invites all Stakeholders to a big kick-off meeting. Stakeholders are manager, staff and superiors, who will play major role to give support for the success of the project. Usually a simple ceremony is held to mark the commencement of a project.

All the stakeholders are informed about the Company's goals and vision of the project, the project details such as location, the milestone dates, the S.O.W. and D.O.R. The organizational chart is presented and key persons of the project are introduced to everybody.

An important presentation in a kick-off meeting is the Mobilization plan. Attention is given to the involvement of every stakeholder in the plan. This shall be discussed in detail, suggestions and inputs from all stakeholders are solicited. At the end of the meeting, a strong commitment to the project is formed. The success of mobilization shall give good impression to the Client about the performance of the Company.

MOBILIZATION

Mobilization is an important step at the start of the project. It will show good impression to the Client at the beginning stage of the project.

There are basically 3 major items that must be prepared:

1. Camp facilities
2. Office / shop facilities
3. Manpower
4. Equipment

Making camp facilities and office and shops are major tasks. The undertaking of building a camp for medium size project of 500-1000 manpower will require EPC project management approach. A project team with a leader is appointed and it shall be managed like a project which will involve having a budget, a schedule, quality and safety program. This team shall report to the PM. As EPC project, a design criteria must be established and approved, followed by basic design. When the basic design is approved, detailed designs and RO may be generated for procurement.

A Coordinator is appointed to handle the planning and coordination of Manpower and Equipment. This role is usually given to the PPC Engineer who shall closely coordinate with Administration and Logistics dept.

PROJECT PLANNING AND CONTROL

A PROJECT PLAN is prepared by the Project Team led by the PPC Engineer. The Plan shall consist of the following:

- Construction Schedule - Levels 1 to 3
- Manpower Schedule – Staff & workers
- Construction Equipment Schedule
- Progress Curves – monthly and cumulative
- percentages
- Billing procedure
- Cash Flow Plan
- Project Budget
- Performance Targets

Several rounds of meetings are held with all internal and external stakeholders such as the Client. It is essential that Field Supervisors/Engineers are directly involved in making the targets and schedules, so that they will participate and give their commitment.

The Plan shall be integrated and linked together by a common set of definition of Work Break Structure (WBS) and Cost Breakdown Structure (CBS).

Computer software shall be used to generate project information, such as:

- M/ Projects – construction schedule
- M/ Excel – manpower & equipment schedule & charts
- M/ Word – reports
- Power points – charts

The PROJECT PLAN once approved by Management becomes the baseline for monitoring the project performance on a weekly and monthly basis.

The Plan is integrated to the over-all COMPANY PRODUCTION PLAN and becomes the commitment of the Project Team to the company.

A Monthly Site Management Report is prepared every month and submitted to the Client and HO. The report shall contain the following:

1. Executive summary
2. Progress Curve – plan vs. actual, variance explanation
3. Schedule status and explanation
4. Manpower status and explanation
5. Equipment status and explanation
6. Safety report
7. Quality control report
8. Cost to complete report – HO only
9. Productivity trend and explanation
10. Other performance measures.
11. Progress photographs

SCOPE MANAGEMENT

During the execution of the Project, it is common situation to expect many changes in the scope of work, or the Client may request additional works. Deviations shall be carefully documented and presented in a professional manner to the Client. Such system includes:

- TQ (Technical Query) – to explain what is the deviation and proposed solution
- AWO (Additional Work Order) – an order by the Client to the Company to do work in addition to the BOQ/DOR in the Contract.
- CO (Change Order) – an order by the Client increasing or decreasing the SOW in the Contract, which may have significant financial impact to contract price.

AWO are daily and routine system to handle Client orders. No work shall be done by the Company unless an AWO is approved by the Client.

AWO charge may be based on time and materials, or a lump sum price. In any case, after carrying out the work, the Client shall sign the required supporting documents that must be attached to the claim.

Contract closure is achieved when:

- Preliminary Acceptance Certificate is received
- Outstanding claims and counter claims are settled.

SCHEDULE MANAGEMENT

Detailed schedules are prepared and are coordinated with the Client's project control team. Standard schedules generated are:

1. Construction schedule - total project
   Level 1 – summary
   Level 2 – by area
   Level 3 – by equipment
2. Weekly Look Ahead Schedule – a level 3 report, looking 3 weeks ahead, used by superintendents/supervisors
3. Monthly Look Ahead schedule – a level 2 report, looking 3 months ahead, used by management.
4. Monthly Schedule status report
5. Monthly Billing progress report

Generation of construction schedule takes a lot of effort in terms of communication, coordination and getting information from all stakeholders. The basic date inputs are:

- Master schedule of the Client
- Permanent materials and equipment schedule from the Client
- Manpower Productivity
- Equipment Productivity
- Quality and Safety

Weekly Job coordination meetings shall be conducted by the PM together with the staff. These meetings may be preceded by the regular meeting with the Client. These shall be mandatory and shall be constructive and problem solving approach. It is important that all members of the project team are informed and aware of their performance and determine how to improve. As a minimum, the following shall be regular agenda:

- Status of action items
- How to improve performance
- Look ahead schedule
- Productivity
- Quality issues with Client (NCR/CAR)
- Safety issues

Month review meetings are also mandatory. The main agenda will be "progress" and how to improve the progress of the project. Each WBS Holder / Superintendent shall be provided with feedback report of actual progress by PPC Engineer. Each holder should know his performance against the Project Plan. He shall give brief explanation of the status and explain what Corrective action to take. Other staff shall give inputs and suggestions to solve problems. Minimum agenda shall be:

- Actual Man-hours against plan
- Equipment utilization
- Consumable utilization
- Quality issues unresolved and anticipated
- Safety issues
- Industrial relations issues

All meetings shall be recorded with Minutes of Meeting and signed by attendees.

COST MANAGEMENT

Every project shall have a definitive budget that is approved by Management including the managers and staff responsible for the budget.

The basic data for budgeting normally consists of:

- Staff and Workers – directs and indirects
- Construction Equipment – heavy & light equipment
- Tools plan
- Construction Consumables Plan
- Subcontracts
- Temporary facilities construction – camps/office/warehouse/shop
- Petty cash
- CAPEX
- NDT
- Travels
- Permits
- Allowances

Each of the above items shall be monitored and controlled through the various control systems of the company by responsible persons:

- Requisition Order
- Purchase Order
- Contract orders
- Material Receiving Report
- Material Issue Request
- Payment Vouchers
- Bordeaux
- Manpower transfers
- Payroll
- Asset Number

Key measures of controls are:

- Manpower – productivity & progress
- Consumables – consumption rates
- Equipment – utilization rates
- Tools inventory report
- Consumables inventory report
- Requisitions

Every month a Status Report is prepared and reviewed by Management:

- Cost status report level 2-3 - by Fin/PPC
- Cost to Complete level 1 – by PPC
- Balance sheet – A/R & A/P
- Profit and loss report – Fin
- Cash flow forecast – Fin

On monthly basis the reports are reviewed by HO Management and Site. Action Plans are agreed in areas requiring improvement.

QUALITY MANAGEMENT

Truba Jaya's Quality Assurance and Management approach is primarily geared towards meeting the ISO 9000 International Standard. In 1993 the company was formally awarded the ISO 9002 certificate number 931631 by Lloyd's Register Quality Assurance (LRQA) which is also accredited by German and Dutch Quality Councils. In October 1996, the certificate was upgraded to ISO 9001 which includes design engineering activities. Truba Jaya has upgraded its certification to ISO 9000:2000 in September 2001.

Truba Arabia has been formally awarded the ISO 9001:2008 certificate by Lloyds Register Quality Assurance.(LRQA). As a minimum every project has:

- Quality Plan
- Inspection & Testing Plan
- Procedures and Work Instructions
- Control of documents, drawings and specifications
- Approved vendor list
- Non-Conformance Report
- Quality Audit
- Calibration & Test Plan
- QA Management Representative

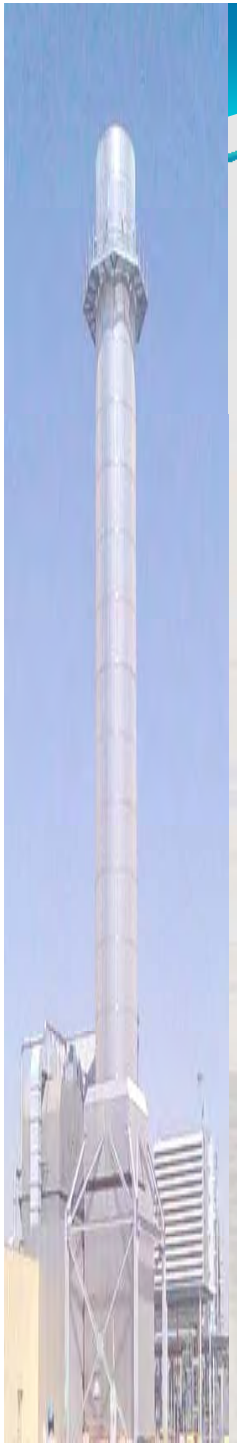
The objective of the company's Quality Management shall be to ensure that the quality desired by the Client for his project is achieved.

For the installation of Plant equipment and materials, the quality requirements are:

1. Workmanship – shall be in accordance with specifications agreed with the client.
2. Schedule – the start and finish date shall be as per agreed target schedule.
3. Safety – no major accidents involving manpower or equipment or third parties.

Workmanship – typically are exhibited in the following company system:

- Method statement – describing how the installation will be carried out and identifies the standards to be followed.
- WPS/PQR – approved welding standard and qualifications of welders
- Welder test and certification – carried out by third party
- Non-destructive testing – X rays by independent company.
- Rigging plan – describes the method to be used to lift light, medium or heavy equipment or materials.
- QC Inspection Plan – is a procedure defining the points in a process where testing and inspection will be carried out by QC inspectors.
- Calibration certificate – regular calibration of measuring tools, welding equipment, slings, levels and other equipment carried out independent company.
- Request for inspection – signed off by the client
- Product ID Tags - tags to identify any materials; quick access/traceability
- Performance evaluation – to identify training needs.
- Training plan
- CV – indicates the qualification of the staff in line with the work
- Certificates of QC Inspectors and Engineers – to ensure they comply with the required standards.



Schedule – are managed carefully through the following systems:

- Up to date and accurate Construction schedules
- Discipline of workers – enforcement of time control & clear regulations
- Productivity of the workers – skills level and supervision required
- Tool box meeting – talk progress issues

Safety – attention is given on the following areas:

- Tool box meeting –talk safety issues
- Discipline – enforcement of safety regulations
- Training – brainwashing
- Safety signs and warnings
- Attitude – everybody is safety officer
- Rewards – to appreciate
- Calibration of tools and equipment – specially big cranes must be certified by independent party, to avoid accidents
- Rigging plans – all lifts must be studied carefully and approved.
- Quality of safety gears and equipment
- Quality of scaffolding equipment used

Key success measures:

- Client complaints – NCR / CAR
- Welding Rejection rates

SAFETY MANAGEMENT

SAFETY POLICY STATEMENT

PT Truba Jaya Engineering states its commitment to implement SHE management.
In addition, shall deploy preventive actions towards any possibility which may harm human, damage property, work tools / equipment and environment.
To fulfill this commitment, PT Truba Jaya Engineering shall provide and maintain its work environment and shall always implement a safe work practice, a safe work condition and shall always give full efforts to minimize any possible hazard, by stating the following targets:

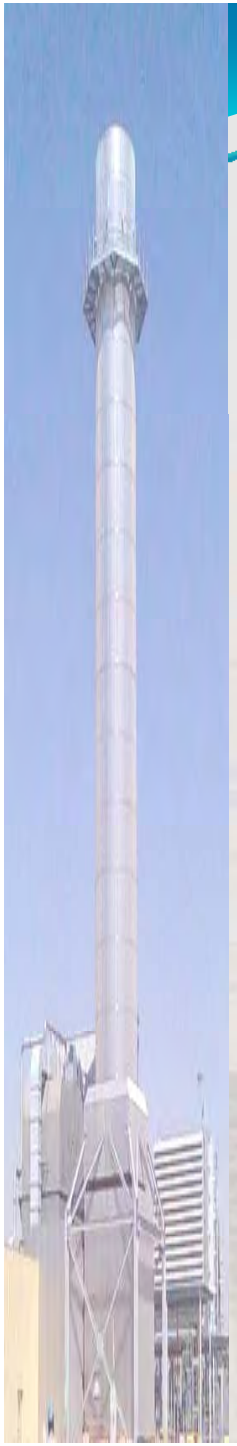
1. No fatal work accident (“nil fatality”).
2. Injury Frequency Rate = < 0.05 (maximum 5%).
3. Property Damage Frequency Rate = < 0.17(max. 17%).
4. Injury Severity Rate = < 0.52 (maximum 52%).
5. Safety Awareness extent = > 70 % (minimum 70%).

Safety Management is an important part of the project because it involves protection of the life and health of the people that are working in the project sites. Recently it is involving the environment as it may affect the life of humans at the jobsites.

As a subcontractor, the deployment of the Safety Policy at site involves a rigorous plan of adapting to or amalgamating with the policies & procedures of the Plant Owner and the Main Contractor.

A Safety Committee is formed and composed of the representatives of each company.

The Company’s safety programs are focused on:



WORKER

- Passed the medical tests
- Attend regular safety orientation training
- Wear safety uniform, safety shoes & safety helmet
- Use safety goggles, belts, ear muffs, gas masks, as required.
- Attend daily tool box meeting for issues about safety
- Train on the safe use of hand tools such as grinding machines

WORKPLACE

- Safety nets and harness are installed where required
- Scaffoldings, steps, ladders & railings are installed & checked where necessary.
- Slings and shackles are certified
- Safety signs are placed where needed.
- Housekeeping assignments are daily routine
- Gas tanks are properly secured
- Hot areas are properly tagged RED
- Emergency exits are visible
- Fire extinguishers are visible
- First Aid Clinic & medical staff are available 24/7
- Emergency evacuation system is available 24/7
- Hot work permit procedure
- Digital camera is available 24/7
- Sandblasting area is properly enclosed

H.E. OPERATOR / DRIVERS

- Operators are certified by authorized 3rd Party and have the license.
- Drivers of transport vehicles are licensed
- The cranes are certified by authorized 3rd party.
- Insurances are updated.

STATISTICS

- Lost time due to accident
- Accident Frequency rate
- Accident Severity rate
- Log of daily man-hours
- Accident reports are available on file

SAFETY ORGANIZATION & STAFF

- Dedicated Safety Engineer at site
- 1 Safety Inspector for every 100 workers
- Safety committee is formed (PM/CM/SE)
- Weekly safety meetings are conducted and minuted
- Communication equipment is available
- Training facility & equipment is available
- Transport vehicles are available

CAMP SAFETY

- Fire fighting equipment is installed
- Quality of water is safe for consumption
- Electrical system is checked by qualified E.E.
- Sewerage disposal system comply to gov't regulation
- Garbage disposal system comply to gov't regulation
- Rules and regulations are visible to all occupants
- Emergency procedures are visible to all occupants
- Housekeeping is daily routine
- Insecticide /Defogging is regular routine
- Kitchen and dining facilities comply to health standards /inspection

Achieved Man-hours without Lost Time

- Shoaiba Phase 1 - 5 Million Mhr
- Shoaiba Phase 2- 3 Million Mhr

Manpower

Sr. No.	Category	Total
1.	MANAGERS	15
2.	ENGINEERS	60
3.	SUPERVISORS/SUPERINTENDENTS	94
4.	SUPPORTING STAFF	66
5.	SKILLED WORKERS	913
6.	SEMI-SKILLED WORKERS	313
7.	HELPERS	392
	TOTAL	1,853

Construction Equipment

(Shortlist)

Sr. No.	Description	Qty	Capacity
1.	Mobile Crane	2	25Ton
2.	Mobile Crane	1	35Ton
3.	Mobile Crane	4	50Ton
4.	Mobile Crane	1	100Ton
5.	Forklifts	2	10Ton & 4Ton
6.	Trailer	1	40 Ton
7.	Truck	2	4 Ton
8.	Air Compressor	7	
9.	Generator Set	8	
10.	Generators	12	
11.	Welding Engines	11	
12.	Welding Rectifiers	215	
13.	Cutting Machines	27	
14.	Bending Machines	11	
15.	Threading Machines	16	
16.	Pipe Cutting Machine	18	
17.	Hydraulic Pipe Benders	16	
18.	Rolling Machine	1	
19.	Drilling Machine	24	
20.	Lettering Machine	2	
21.	Auto Pipe Cutting	20	
22.	Magnetic Drill Machine	16	
23.	Hydro Test pump	25	
24.	Oven Dryer	64	
25.	PWHT Equipment	3sets	

Major Clients:

شركة بمكو العربية للمقاولات
ARABIAN BEMCO CONTRACTING CO.

ALSTOM

Registered With:

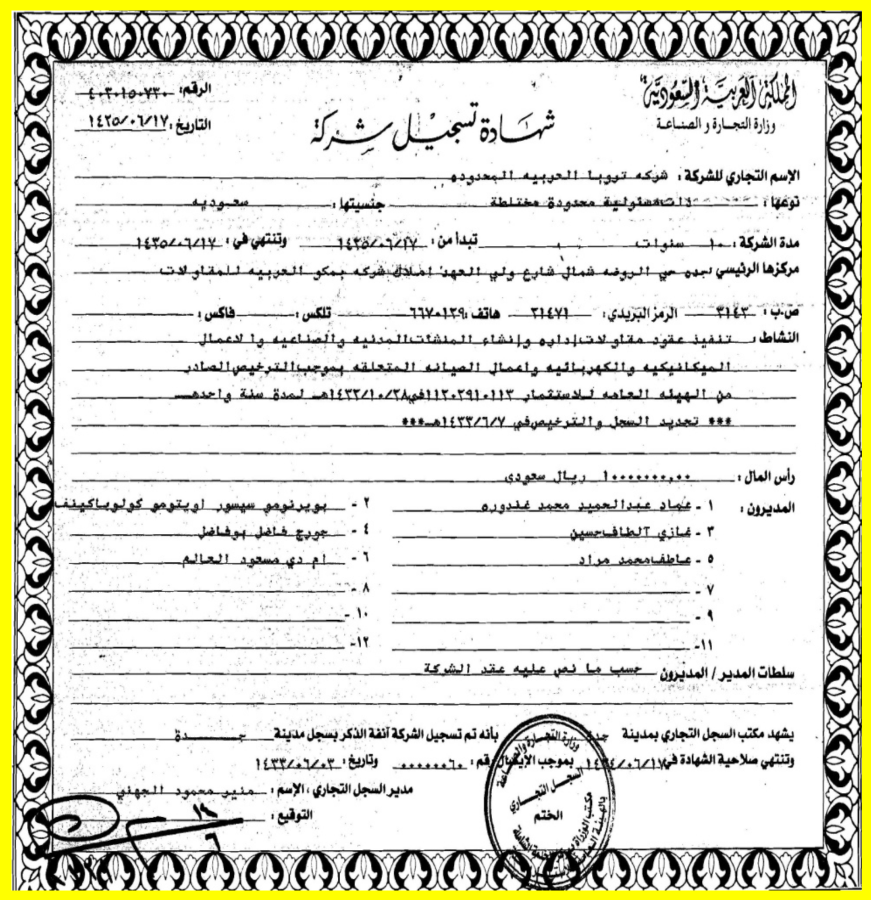
الشركة السعودية للكهرباء
Saudi Electricity Company
طاقة مثمرة

Contractor Number : 33321

Vendor Number: 505374

Licenses

Commercial Registration:



المملكة العربية السعودية
وزارة التجارة و الصناعة

شهادة تسجيل شركة

الرقم: ٤٠٣٠١٥٠٧٣٠
التاريخ: ١٤٢٥/٠٦/١٧

الإسم التجاري للشركة: شركه تروبا العربيه المحدوده
نوعها: ذات مسئولية محدودة مختلطة — جنسيتها: سعوديه
مدة الشركة: ١٠ سنوات — تبدأ من: ١٤٢٥/٠٦/٢٧ — وتنتهي في: ١٤٣٥/٠٦/١٧
مركزها الرئيسي: جده حي الروضه شمال شارع ولي العهد املاك شركه بمكو العربيه للمقاولات
ص.ب: ٣١٤٣ — الرمز البريدي: ٢١٤٧١ — هاتف: ٦٦٧٠١٢٩ — تلكس: — فاكس:
النشاط: تنفيذ عقود مقاولات إداريه وإنشاء المنشآت المدنيه والصناعيه والاعمال الميكانيكيه والكهربائيه واعمال الصيانه المتعلقه بموجب الترخيص الصادر من الهيئه العامه للاستثمار ١١١٠٢٩١١٢٠١١٣ في ١٤٣٢/١٠/٢٨هـ لمدة سنة واحده
*** تجديد السجل والترخيص في ١٤٣٣/٦/٧هـ ***

رأس المال: ١٠٠٠٠٠٠٠,٠٠ ريال سعودى

المديرون:
١ - عماد عبدالحميد محمد غندوره
٢ - بويرنومو سيسور اويتومو كولوباكينف
٣ - غازي آل الطاف حسين
٤ - جورج فاضل بوفاضل
٥ - عاطف محمد مراد
٦ - ام دي مسعود العالم
٧ -
٨ -
٩ -
١٠ -
١١ -
١٢ -

سلطات المدير / المديرون: حسب ما نص عليه عقد الشركة

يشهد مكتب السجل التجاري بمدينة جدة بأنه تم تسجيل الشركة آنفة الذكر بسجل مدينة جدة
وتنتهي صلاحية الشهادة في ١٤٣٤/٠٦/١٧ بموجب الإيصال رقم: ٦٠٠٠٠٠٠ وتاريخ: ١٤٣٣/٠٦/٠٣
مدير السجل التجاري، الإسم: منير محمود الجهني
التوقيع:
الختم

Jeddah Chamber of Commerce:

شهادة إشتراك

قطاع خدمات العضوية والتصاديق
إدارة الإشتراكات والتصاديق

الغرفة التجارية الصناعية بجدة
JEDDAH CHAMBER OF COMMERCE & INDUSTRY

رقم الإشتراك: ١٠٠١٠٦
تاريخ الإصدار: ١٤٣٣/٠١/١٩ هـ
الدرجة: الأولى

تشهد الغرفة التجارية الصناعية بجدة بأن شركة تروبا العربية المحدودة
ذات مسئولية محدودة مختلطة

رقم السجل التجاري / الترخيص ٤٠٣٠١٥٠٧٣٠ تاريخه ١٤٢٥/٠٦/١٧ هـ مسجل لديها لعام ١٤٣٣ هـ

مدير قطاع خدمات العضوية والتصاديق
محمد بن أحمد العطاس

ينتهي سريان هذه الشهادة بنهاية العام الهجري بعاليه (انظر الخلف) وأي كشط أو تعديل بهذه الشهادة تعتبر لاغيه
«يشطب الإنتساب في حالة شطب السجل التجاري المذكور في هذه الشهادة»

Des.H.Jobah-Jcci

Trubarabia شركة تروبا العربية

SAGIA Certificate

بسم الله الرحمن الرحيم

٠٠٠٠٠١٢١٧٦

رقم الترخيص (٠١-١١٢٠٢٩١٠١١٣)

تاريخ الإصدار ١٤٣٢/١٠/٢٨ هـ ٢٠١١/٠٩/٢٦ م

تاريخ الإنتهاء ١٤٣٣/١٠/٢٧ هـ ٢٠١٢/٠٩/١٤ م

تاريخ إصدار الترخيص ١٤٢٩/١٠/٢٨ هـ

الهيئـة العامة للاستثمـار
SAGIA

ترخيص استثمار خدمي
Service Investment License

مدة الترخيص سنة واحدة قابلة للتجديد

حالة الترخيص: تجديد

اسم الترخيص شركة تروبا العربية المحدودة(٦٠١٥٥٩)

الكيان القانوني شركة ذات مسؤولية محدودة

الموقع جدة

رأس المال (١٠,٠٠٠,٠٠٠.٠٠) ريال سعودي

ص.ب ١٣٨٤٣ الرمز البريدي ٢١٤١٤ الهاتف +٩٦٦٠٥٥٠٠٠٠١٩ الفاكس +٩٦٦٠٢٦٦٧٠٥١٧

اسم صاحب/ أصحاب الترخيص	رقم المستثمر	الجنسية	الحصة
شركة تروبا جايا الهندسية	٦٠١٥٥٨	إندونيسيا	%٥٠
شركة بمكو العربية للمقاولات	٦٠١٥٥٧	السعودية	%٥٠

النشاط:تنفيذ عقود مقاولات ادارة وانشاء المنشات المدنية والصناعية والاعمال الميكانيكية والكهربائية واعمال الصيانة المتعلقة بها

الهيئـة العامـة للاستثمـار
Saudi Arabian General Investment Authority
(SAGIA)
مركز الخطوة الواحدة - جدة
One-Step Shop – Jeddah

محافظ ورئيس مجلس إدارة الهيئة
Governor and Chairman of SAGIA

2 - 16158

1 - 1

تاريخ الطباعة ١٤٣٣/٠١/٠٢ هـ

هذا الترخيص يصدر بموجب رسم قدره ٢٠٠٠ ريال سعودي
This investment license is issued against a fee of SR2,000

ملاحظة: التعليمات المتممة لهذا القرار موجودة على الجهة الخلفية
Note: Instructions supplementary to this license are on the reverse side

ISO 9001:2008 Certificate

LRQA
Business Assurance

CERTIFICATE OF APPROVAL

This is to certify that the Quality Management System of:

Truba Arabia Co. Ltd.
Jeddah
Kingdom of Saudi Arabia

has been approved by Lloyd's Register Quality Assurance to the following Quality Management System Standards:

BS EN ISO 9001:2008
EN ISO 9001:2008
ISO 9001:2008

The Quality Management System is applicable to:

Project construction management of the installation, erection, site fabrication of electromechanical equipment for power plants, industrial plants, oil & gas plants

Approval
Certificate No: MEA6010361

Original Approval: 21 April 2011
Current Certificate: 21 April 2011
Certificate Expiry: 20 April 2014

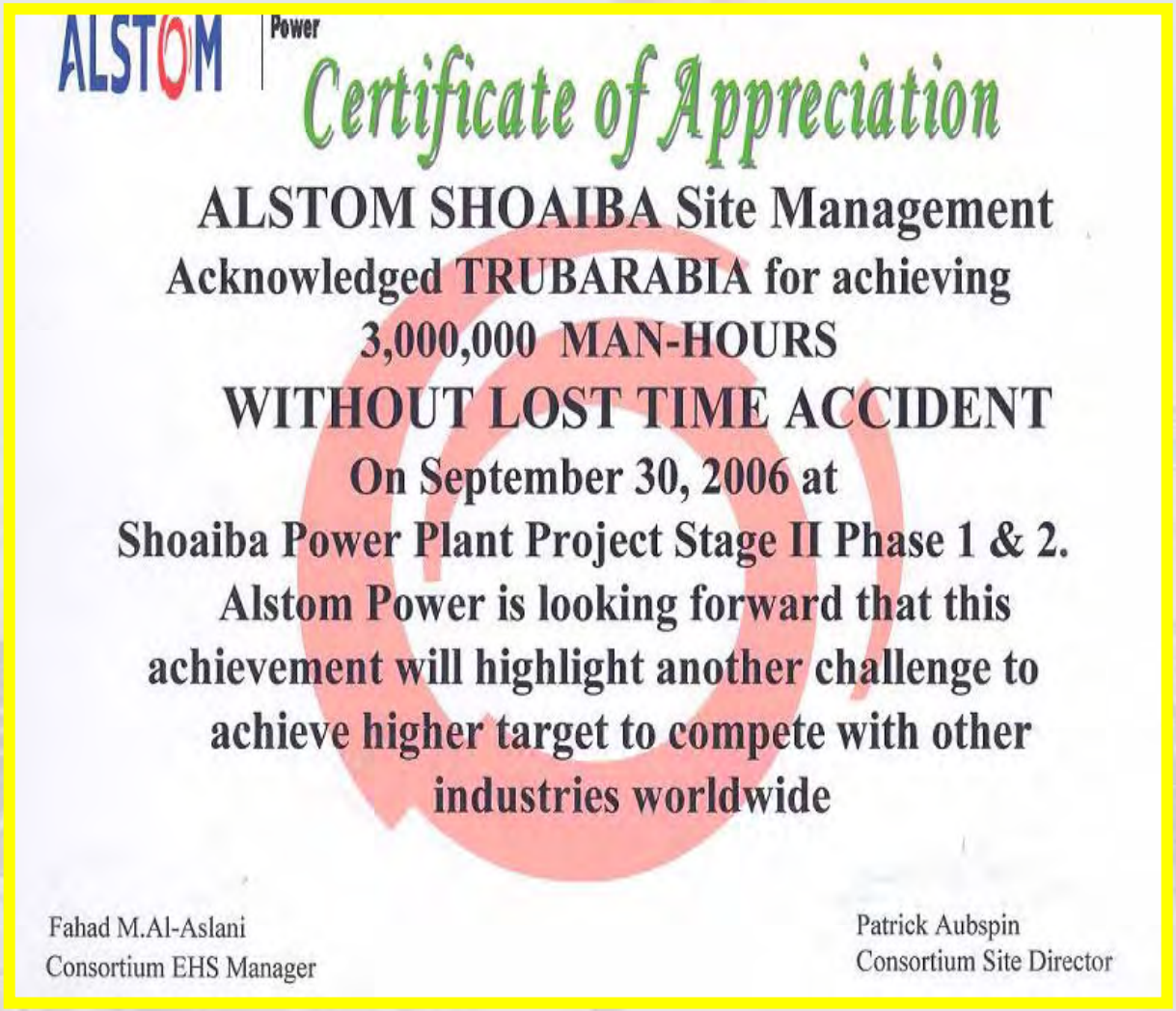
K. Hidayat

Issued by: Lloyd's Register EMEA - Jordan for and on behalf of Lloyd's Register Quality Assurance Limited

UKAS MANAGEMENT SYSTEMS
001

This document is subject to the provision on the reverse
71 Fenchurch Street, London EC3M 4BS United Kingdom. Registration number 1879370
This approval is carried out in accordance with the LRQA assessment and certification procedures and monitored by LRQA.
The use of the UKAS Accreditation Mark indicates Accreditation in respect of those activities covered by the Accreditation Certificate Number 001
Macro Revision 13

Recommendation Letters



ALSTOM Power

Certificate of Appreciation

ALSTOM SHOAIBA Site Management
Acknowledged TRUBARABIA for achieving
3,000,000 MAN-HOURS
WITHOUT LOST TIME ACCIDENT
On September 30, 2006 at
Shoaiba Power Plant Project Stage II Phase 1 & 2.
Alstom Power is looking forward that this achievement will highlight another challenge to achieve higher target to compete with other industries worldwide

Fahad M.Al-Aslani
Consortium EHS Manager

Patrick Aubspin
Consortium Site Director

Recommendation Letters

ALSTOM

SAUDI ARCHIRODON LTD.
شركة ارتيرودون السعودية المحدودة

CERTIFICATE OF APPRECIATION

On the occasion of completing

5,000,000 safe manhours

WITHOUT LOST TIME INCIDENT at Shoaiba

Power Plant Project Stage II, Phase 1 & 2.

I take this opportunity to congratulate

TRUBA ARABIA

Site Management for achieving the objective figure, and looking forward to achieve higher target to compete with other industries worldwide. We appreciate your contributions and efforts.

Patrick Aubspin

APCC Site Director

ALSTOM

Shoaiba Power Plant. Stage-II
Kingdom of Saudi Arabia

On the occasion of completion of 2,000,000 safe man-hours

Certificate of Recognition

Awarded to

Trubarabia

For the appreciation of their efforts and steps taken in following Alstom EHS Standards.

Fahad M.Al-Aslani
Consortium EHS Manager

Patrick Aubspin
Consortium Site Director

CIRCULAR

PP9 C, D & F AND TIAC PROJECTS.

TO: HUMAN RESOURCES
ADMINISTRATION
BIO
CIVIL
POWER PROJECTS
INDUSTRIAL PROJECTS
EXPEDITING
COMMERCIAL
PROCUREMENT
PROJECT CONTROL
FINANCE
ACCOUNTS
BEMCO SERVICES / BEMCO STEEL / GEDAC / TRUBA ARABIA

ON BEHALF OF THE PROJECT MANAGEMENT, WE HEREBY EXPRESS OUR APPRECIATION TO THE EFFORTS BEEN DONE BY EVERY INDIVIDUAL WHO PARTICIPATED IN THE WORKS OF PP9 BLOCK - D, F & TIAC AND WHO CONTRIBUTED TO THE SUCCESSFUL ACHIEVEMENT, WHICH WAS HIGHLY APPRECIATED BY OUR ESTEEMED CLIENT SEC AND ARABIAN BEMCO'S HIGH MANAGEMENT. THIS ACHIEVEMENT WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE POSITIVE TEAM EFFORTS OF ALL CONCERNED.

WE LOOK FORWARD TO SEE THE SAME EFFORTS TO BE EXERTED BY ALL IN THE COMING PROJECTS.

HAMAD ABDALLAH

DIRECTOR, POWER PROJECTS.

C.C. CEO/EBM
Mr. Henry Cabrera.

ALSTOM
Power Systems

SAUDI ARCHIRODON LTD.
شركة أركيرودون السعودية المحدودة

Certificate of Appreciation

On the occasion of completing 10,000,000 Safe Man-hours without Lost Time Injury on 14 / 04 / 2011 at Shoaiba Power Project, Stage III

We took this opportunity to congratulate

TRUBARABIA

Site management for their efforts to achieve this objective figure, and looking forward to continue achieving higher targets through continue compliance of site EHS rules and regulations

Fahad Al-Aslani
Consortium EHS Manager

Joseph El-Asmar
Consortium Site Director

LITHO. IN U.S.A.