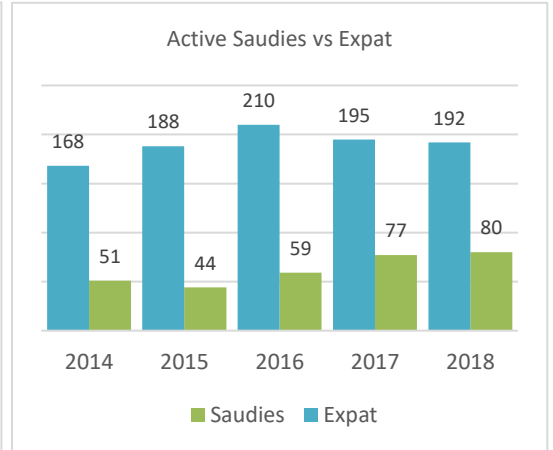
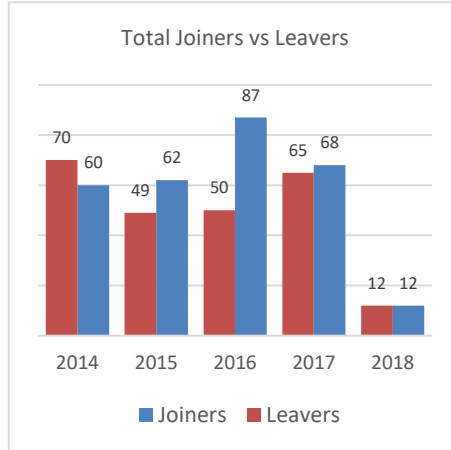
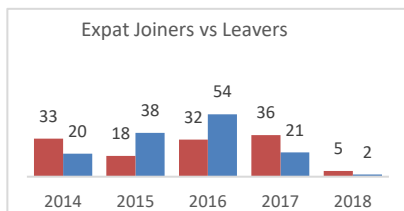
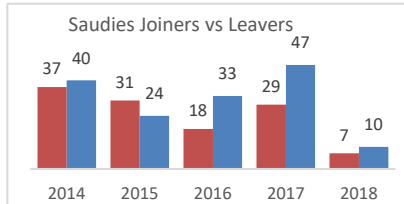


Yearly Active Employees vs Separations

Year: Current

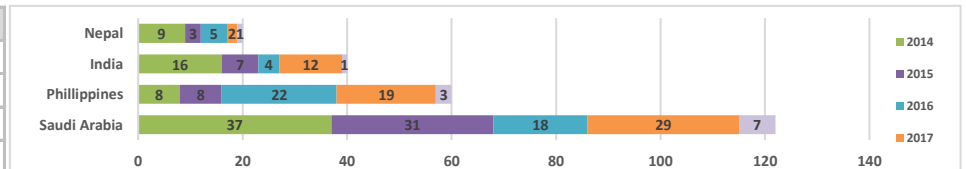
Year	Saudi				Expat				Total		
	HC@Start	Joiners	Leavers	HC@End	HC@Start	Joiners	Leavers	HC@End	Joiners	Leavers	HC @End
2018	77	10	7	80	195	2	5	192	12	12	272
2017	59	47	29	77	210	21	36	195	68	65	272
2016	44	33	18	59	188	54	32	210	87	50	269
2015	51	24	31	44	168	38	18	188	62	49	232
2014	48	40	37	51	181	20	33	168	60	70	219



Leavers vs Years of Services

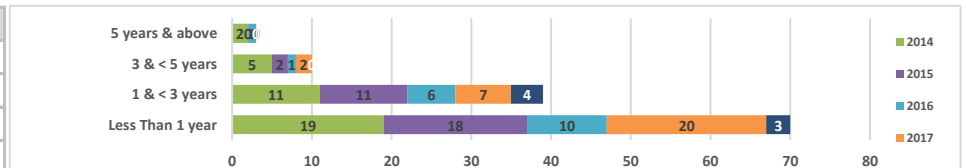
Leavers' nationalities vs Years of Services

Nationality	2014	2015	2016	2017	2018
Saudi Arabia	37	31	18	29	7
Philippines	8	8	22	19	3
India	16	7	4	12	1
Nepal	9	3	5	2	1



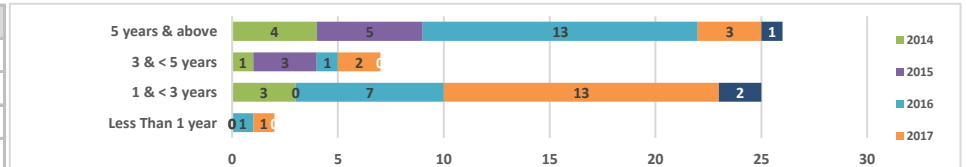
Saudi Leavers

Service Years	2014	2015	2016	2017	2018
Less Than 1 year	19	18	10	20	3
1 & < 3 years	11	11	6	7	4
3 & < 5 years	5	2	1	2	0
5 years & above	2	0	1	0	0



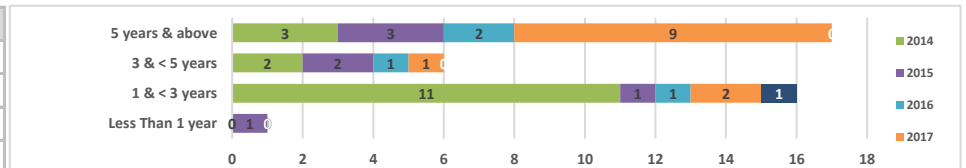
Philippines Leavers

Service Years	2014	2015	2016	2017	2018
Less Than 1 year	0	0	1	1	0
1 & < 3 years	3	0	7	13	2
3 & < 5 years	1	3	1	2	0
5 years & above	4	5	13	3	1



Indian Leavers

Service Years	2014	2015	2016	2017	2018
Less Than 1 year	0	1	0	0	0
1 & < 3 years	11	1	1	2	1
3 & < 5 years	2	2	1	1	0
5 years & above	3	3	2	9	0



Employees Year-to-Date

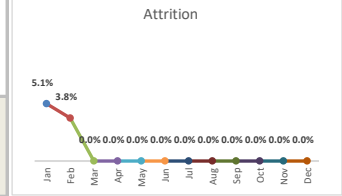
Saudi

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
HC@Start	77	75	76	80	80	80	80	80	80	80	80	80	
Joiners	2	4	4	0	0	0	0	0	0	0	0	0	10
Leavers	4	3	0	0	0	0	0	0	0	0	0	0	7
HC@End	75	76	80	80	80	80	80	80	80	80	80	80	
Attrition	5.1%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

Studies Overall Attrition

8.05%

Year: Current

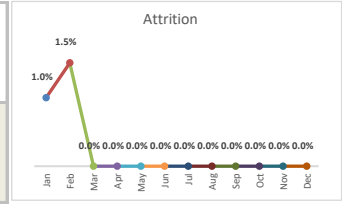


Expat

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
HC@Start	195	194	192	192	192	192	192	192	192	192	192	192	
Joiners	1	1	0	0	0	0	0	0	0	0	0	0	2
Leavers	2	3	0	0	0	0	0	0	0	0	0	0	5
HC@End	194	192	192	192	192	192	192	192	192	192	192	192	
Attrition	1.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

Expat Overall Attrition

2.54%



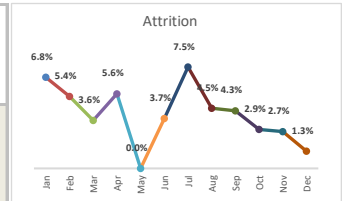
Employees Previous Year

Saudi

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
HC@Start	59	55	53	54	51	53	52	49	64	67	67	71	
Joiners	0	1	3	0	2	1	1	18	6	2	6	7	47
Leavers	4	3	2	3	0	2	4	3	3	2	2	1	29
HC@End	55	53	54	51	53	52	49	64	67	67	71	77	
Attrition	6.8%	5.4%	3.6%	5.6%	0.0%	3.7%	7.5%	4.5%	4.3%	2.9%	2.7%	1.3%	

Studies Overall Attrition

27.36%

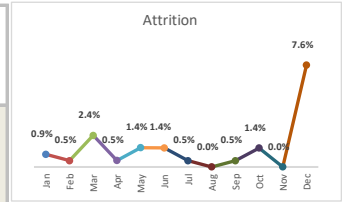


Expat

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
HC@Start	210	210	210	207	208	206	208	211	212	212	210	211	
Joiners	2	1	2	2	1	5	4	1	1	1	1	0	21
Leavers	2	1	5	1	3	3	1	0	1	3	0	16	36
HC@End	210	210	207	208	206	208	211	212	212	210	211	195	
Attrition	0.9%	0.5%	2.4%	0.5%	1.4%	1.4%	0.5%	0.0%	0.5%	1.4%	0.0%	7.6%	

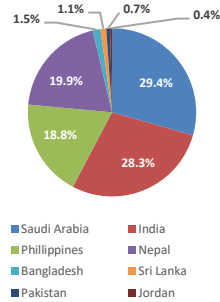
Expat Overall Attrition

15.58%

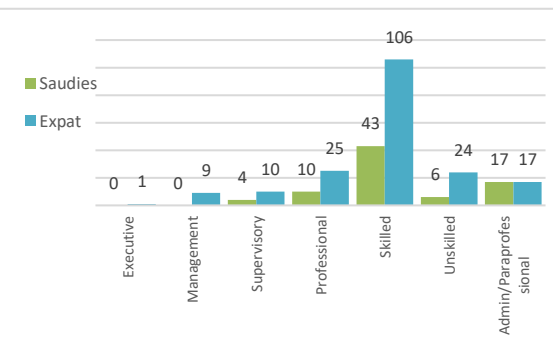


Employees Nationality vs Category

Nationality	#	%
Saudi Arabia	80	29.4%
India	77	28.3%
Philippines	51	18.8%
Nepal	54	19.9%
Bangladesh	4	1.5%
Sri Lanka	3	1.1%
Pakistan	2	0.7%
Jordan	1	0.4%
Total	272	

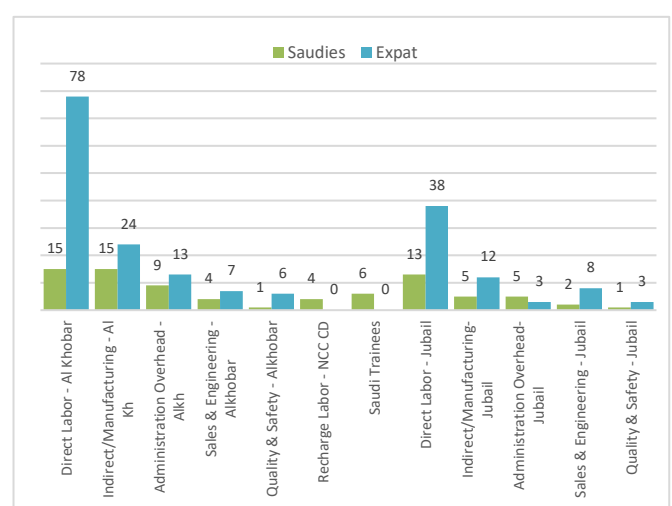


Category	SA	EX
Executive	0	1
Management	0	9
Supervisory	4	10
Professional	10	25
Skilled	43	106
Unskilled	6	24
Admin/Paraprofessional	17	17
Total	80	192



Employees by Business Unit

	Biz_unit_id	Biz_unit_desc	Saudi	Expat
Khobar	62010	Direct Labor - Al Khobar	15	78
	62020	Indirect/Manufacturing - Al Kh	15	24
	62030	Administration Overhead - Alkh	9	13
	62031	Sales & Engineering - Alkhobar	4	7
	62021	Quality & Safety - Alkhobar	1	6
	62055	Recharge Labor - NCC CD	4	0
	62056	Saudi Trainees	6	0
Jubail	62046	Direct Labor - Jubail	13	38
	62047	Indirect/Manufacturing-Jubail	5	12
	62048	Administration Overhead-Jubail	5	3
	62049	Sales & Engineering - Jubail	2	8
	62051	Quality & Safety - Jubail	1	3
		Total	80	192
			272	



Saudization progress in 3 weeks

Class C: 50-499 emp	SAFAMI (Manufacturing Company)											
	Red Zone		Yellow Zone		Low Green Zone		Medium Green Zone		High Green Zone		Platinum Zone	
	From	To	From	To	From	To	From	To	From	To	From	To
	0%	7%	8%	16%	17%	20%	21%	24%	25%	29%	30%	100%

High Green	High Green	High Green	Overall Sataus	Target Saudization %
18-Mar	25-Mar	1-Apr		30%
27.51%	27.75%	27.82%	↑27.82%	
Variance 0.26%	Variance 0.24%	Variance 0.07%	High Green	Projected Expat
SA 77 Handi 6	SA 77 Handi 6	SA 75 Handi 6	SA 75 Handi 6	EX 57 SMP -9
EX 189 SMP 19	EX 188 SMP 19	EX 189 SMP 21	EX 189 SMP 21	Forecasted SA
AT* 285 MT 303	AT* 284 MT 302	AT* 285 MT 303	AT* 285 MT 303	SA 14.6 Handi 1
				Overall
				SA 89.6 Handi 7.0
				EX 258 SMP 12.0
				Total MOL 368.6

* AT: Actual total = Saudies + Expat+ Rented manpower ** MT: MOL Total = Saudies + any number added for hiring handicap etc + Expat+ Rented manpower

Employees Under Retirement (5 years and below)

Total Number	9
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Top Ten employees:

Badge #	Employee Name	Nationality	Position	Business Unit	Service Years	Age
			Fabricator	Direct Labor - Al Khobar	29	57.6
			Foreman - Assistant - Machining	Direct Labor - Al Khobar	20	58.3
			Driver I - Heavy Duty Vehicle	Indirect/Manufacturing-Jubail	12	61.2
			Fabricator	Direct Labor - Al Khobar	10	56.5
			Foreman - Maintenance	Indirect/Manufacturing - Al Kh	7	55
			General Manager	Administration Overhead - Alkh	5	55.9
			Manager - Operations	Indirect/Manufacturing-Jubail	2	55.9
			Manager - Senior - Operations	Administration Overhead-Jubail	2	57.7
			Supervisor - Machine Maintenance	Indirect/Manufacturing - Al Kh	1	56.1

Training

Total Number	5
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Badge #	Name	Institute	Major	Graduate Date
			Welder Technician	Sep-18
			Welder Technician	Sep-18
			Welder Technician	-
			Welder Technician	Sep-18
			Welder Technician	Sep-18