

Engineering Procedure

SAEP-15

30 June, 2003

Preparation of Restricted Vendor
Lists for Process Automation Systems

Document Responsibility: Process & Control Systems Dept.

Saudi Aramco DeskTop Standards

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1 Scope

The purpose of Restricted Vendor Lists (RVLs) is to apply reasonable standardization in order to streamline procurement, reduce system lifecycle costs, and improve support of certain types of equipment for Saudi Aramco facilities. RVLs for Process Automation System (PAS) equipment are particularly necessary so that Saudi Aramco can maximize the cost-of-ownership benefits associated with automation systems technology. These benefits include reduced maintenance, training, and spare parts costs. Saudi Aramco also has the opportunity to provide significant input through Technical Steering Committees to the selected vendors regarding future developments and enhancements to the vendors' product lines. This Saudi Aramco Engineering Procedure (SAEP) describes the evaluation and approval steps necessary to initiate or update RVLs.

An RVL does not preclude the use of other contractors or subcontractors that may purchase process automation equipment on the behalf of Saudi Aramco, provided that the equipment purchased is listed on the current RVL.

1.1 Introduction

The evaluation process utilizes technical and business criteria to identify vendors that are capable of supplying process automation equipment that is fully compliant with all of Saudi Aramco's requirements. The selection of the recommended process automation vendors must achieve a balance between taking advantage of emerging technologies and maintaining a reasonable level of compatibility with Saudi Aramco's installed base of systems. The recommended RVL will be limited to only those vendors necessary to satisfy Saudi Aramco PAS equipment needs for the next three years.

1.2 Process Automation System

A network of computer-based or microprocessor-based modules whose primary purpose is process automation. The functions of a PAS may include process control, safety, data acquisition, advanced control and optimization, historical archiving, and decision support. Examples of process automation systems are DCS, SCADA, TMS, PIS, ESD, PC and PLC-based systems. A flow chart summarizing this procedure is shown in Figure 1.

2 Applicable Documents

- a) SAEP-1510, "RVL-Products Management Procedure".
- b) Applicable RVL Products Database.
- c) Requests for information, completed by vendors.
- d) System Questionnaires, completed by vendors.

- e) Vendor literature and manuals.
- f) Worldwide Purchasing Manual.
- g) Applicable Saudi Aramco Engineering Standards / Materials System Specifications / Engineering Procedures.

3 Definitions

3.1 Acronyms

- SAEP:** Saudi Aramco Engineering Procedures
PAS: Process Automation Systems
RVL: Restricted Vendor List, generated by Saudi Aramco

3.2 Definitions of Terms

Functional Testing: Testing performed to determine if the actual behavior of the PAS or its components meet the functional specifications.

Process Automation System (PAS): A network of computer-based or microprocessor-based modules whose primary purpose is process automation. The functions of a PAS may include process control, safety, data acquisition, advanced control and optimization, historical archiving, and decision support. Examples of process automation systems are DCS, SCADA, MIS, ESD, PC and PLC-based systems.

RVL Products Database: PAS product line components and/or modules resulted from the approved RVL.

P&CSD Obsolescence Coordinator: Responsible for the overall administration, coordination, and execution of the PAS Obsolescence program.

4 Instructions

4.1 Use of RVLs

An RVL constitutes the exclusive list of vendors and their associated product lines qualified to provide the applicable class of process automation equipment to Saudi Aramco. A product line is an integrated set of products that share the same basic design basis and have a consistent set of configuration, operating, and diagnostic tools. The development and maintenance of the RVLs are the responsibility of the Process & Control Systems Department (P&CSD). As part of this responsibility, P&CSD shall determine the applicability of an RVL on a project-by-project basis.

It is not the intent of an RVL to limit Saudi Aramco's potential sources of supply to only those vendors listed in the RVL.

This SAEP, however, requires all potential sources to be evaluated by valid technical and business related criteria before quotations from these sources can be considered.

4.2 Justification

Before an RVL is developed, a justification for using the RVL must be prepared by the Process & Control Systems Department (P&CSD) and approved by the Manager, P&CSD. The justification should be based on technology developments and analysis of the costs Saudi Aramco would save as based on:

- a) Reduced lifecycle costs such as maintenance, training and spare parts.
- b) The value of purchases that are expected during the term of the RVL.

4.3 Vendor Evaluation

Vendor evaluation shall be coordinated by the Process & Control Systems Department (P&CSD).

An RVL Evaluation Team (RET) and a Team Chairman shall comprise of personnel from P&CSD, Proponent, and other organizations normally assigned to tracking technology developments in the industry. Nominations for participants from P&CSD, proponents and other organizations shall be requested by the applicable Unit Supervisor. The General Supervisor, P&CSD/PCD shall approve the RVL Evaluation Team (RET).

The RET shall compile a list of potentially qualified vendors (see Exhibit 1). The Law Department and Purchasing Department shall be requested to concur with this list. The list shall be submitted to the General Supervisor, P&CSD/PCD for approval.

The RET shall develop applicable technical and business evaluation criteria and system questionnaires. Scoring mechanism shall also be developed. The General Supervisor, P&CSD/PCD shall review and approve the criteria. Law Department shall review the evaluation criteria and questionnaires to determine legal acceptability. Purchasing Department shall review and concur with the business evaluation criteria.

The RET shall solicit business and technical information from each vendor on the list of potentially qualified vendors. The vendors shall be evaluated per the instructions and guidelines presented in Section 6.

4.4 RVL Analysis and Preparation

After completing the technical and business evaluations, problem analysis and risks assessment, the RET shall prepare a ranked list of qualified vendors and their associated product lines.

The RET shall forward the RVL list, PAS product lines' components and/or modules and the evaluation package (see section 6.9) to the General Supervisor, P&CSD/PCD.

The General Supervisor, P&CSD/PCD shall direct the RVL Evaluation Team to prepare the recommended RVL (See Exhibit 4).

4.5 RVL Approval and Distribution

The recommended RVL and Evaluation Package shall be routed to:

- a) General Supervisor, P&CSD/PCD for review.
- b) Manager, P&CSD for concurrence.
- c) Law Department, no objection.
- d) Manager, Contracting Department, no objection.
- e) Manager, Purchasing Department for concurrence.

After the above acknowledgments have been completed, P&CSD shall forward the RVL to the Vice President, Engineering Services and the Vice President, Project Management for endorsement.

If the recommended RVL reflects no changes to the previously approved RVL, and the value of the RVL during its term is less than US\$ five million, the updated RVL shall be routed to the Services Review Committee (SRC) as an information item. RVL approval would then be complete when no exceptions are raised by the SRC. If the recommended RVL reflects no changes, and the value over its term is greater than US\$ five million, the RVL shall be presented to the SRC for final approval.

If the recommended RVL is new or an updated version with changed vendors, the RVL shall be presented to the SRC for final approval. The RVL shall be presented to the SRC by the Manager, P&CSD and Manager, Purchasing.

The approved RVL shall be distributed by the Unit. (See Exhibit 5, Sample Distribution List). The Unit shall generate and/or update the RVL Products Database files based on the recommended and approved PAS product lines' components and/or modules.

Purchasing shall notify all Vendors that have been evaluated whether or not they are listed on the updated RVL, within a week after receiving the Minutes of Meeting from the SRC.

4.6 RVL Renewal

The renewal of an RVL will follow the same evaluation, approval, and distribution procedure of a new RVL as detailed in Sections 4.3, 4.4 and 4.5. The extent of the evaluation shall depend on industry developments, technology changes, information collected during the RVL life cycle and a risk assessment of vendors on the existing RVL.

4.7 RVL Updating

The maximum interval for an RVL update shall be three years. At the discretion of the Manager, P&CSD an RVL may be updated more frequently per this section. Consideration should be given to industry developments and Saudi Aramco business conditions which might indicate that an update may be beneficial to Saudi Aramco.

4.7.1 Addition of Vendor

If a "failed" vendor as a result of the normal RVL evaluation corrects its deficiencies at a later date or an "unevaluated" vendor is considered a potential source of supply by a Saudi Aramco organization having responsibilities or involvement in some phase of the PAS procurement process, the vendor will be asked to submit technical and financial data. If such data are satisfactory to the Manager, P&CSD, an RVL update evaluation that includes the new vendor will be scheduled and conducted in a reasonable period of time.

The update of the RVL will follow the same evaluation, approval, and distribution procedure of a new RVL as detailed in sections 4.3, 4.4, and 4.5.

4.7.2 Removal of Vendor

Occasions may arise when the expeditious removal of a vendor from an RVL (exclusive of the update process covered in Section 4.6) is warranted.

Causes for removal include, but are not limited to:

- a) Continued unresponsiveness to Saudi Aramco's solicitation of bids or proposals.

- b) Failure to perform (e.g., nonperformance of contract or purchase order obligations such as unacceptable delays or failure of Factory Acceptance Test (FAT) performance).
- c) Deterioration of vendor's financial condition or production capability.
- d) Disregard for Company safety or other regulations.
- e) Falsification or forgery of records or documents.
- f) Discontinuation of an approved product line without the introduction of an acceptable replacement product line.

The RVL Vendor shall be notified in writing signed by the Manager, P&CSD of its deficiencies and shall be provided a thirty-day grace period to rectify the stated problems. If after thirty days, the stated problems are not resolved to the satisfaction of Saudi Aramco, the Vendor shall be removed from the RVL.

The Manager, P&CSD is responsible for initiating the removal of a vendor from an RVL. An RET shall be formed in the same way as outlined in Section 4.3. The RET shall be confined to reevaluating the vendor in question. The RET shall collect and analyze relevant information, and prepare a recommendation with appropriate justification for the Manager, P&CSD.

A recommendation and justification for removal of a vendor from an RVL prepared by the RET shall be processed through the following review and approval steps:

Manager, P&CSD	-	Concur
Law Department	-	No objection
Manager, Contracting Department	-	No objection
Manager, Purchasing Department	-	Concur
Vice President, Engineering Services	-	Endorse
Vice President, Project Management*	-	Endorse
Services Review Committee	-	Approve

* *Endorsement by the Vice President, Project Management is required only if the Vendor is currently providing systems to Saudi Aramco that affect Project Management.*

The approved RVL shall be distributed by the Unit. (See Exhibit 5, Sample Distribution List).

Purchasing shall advise the affected vendors of their removal from the RVL.

RVL Products database shall be updated.

Notify the Process Automation Systems Obsolescence Program Coordinator.

4.8 RVL Management

New Product lines, products and components offering from the recommended RVL during the RVL life cycle shall be managed by SAEP-1510, "RVL-Products Management Procedure" and shall not require SRC approval. P&CSD shall notify Purchasing and Contracting of products changes within a week after approving the evaluation recommendation.

5 Responsibilities

5.1 Supervisor, Unit

- a) Nominate Chairman and members for RVL Evaluation Team.
- b) Coordinate routing of recommended RVL and evaluation package for review and approval.
- c) Review Evaluation Criteria and concur.
- d) Distribute approved RVL recommendation signed by P&CSD, Manager.
- e) Coordinate updating of approved RVLs at least every three years.
- f) Maintain data on RVL vendor responsiveness, performance, viability and product updates.
- g) Generate and/or update RVL-PAS Products Databases.
- h) Notify the Process Automation Systems Obsolescence Program Coordinator if a product has been approved as a replacement of an obsolete PAS product that is no longer supported by the vendor.
- i) Evaluate new product offerings of vendors listed on the RVL per RVL-Product Management Procedure SAEP-1510.

5.2 General Supervisor, PCD

- a) Approve justification for using an RVL.
- b) Approve the RVL Evaluation Team.
- c) Approve chairman for RET.
- d) Direct the preparation of summary letter and recommended RVL.

- e) Approve Potential Vendors List.
- f) Approve evaluation criteria.

5.3 Manager, P&CSD

- a) Review and concur on Recommended RVL.
- b) Present RVLs to SRC for approval.
- c) Initiate the evaluation of new vendors when warranted (per section 4.6).
- d) Initiate the removal of vendors when warranted (per section 4.7).
- e) Review and concur with justification for removal of a vendor from an RVL.

5.4 Engineering Division (ASC)

Provide United States based resources for supporting evaluation team.

5.5 RVL Evaluation Team

- a) Solicit business and technical information.
- b) Route recommended list of qualified vendors and evaluation package for review.
- c) Prepare preliminary RVL evaluation work sheets and perform RVL evaluation.
- d) Conduct visits to vendor and customer sites as required and prepare reports for use in RVL evaluation.
- e) Conduct hands on-equipment testing of evaluated products.
- f) Finalize RVL evaluation worksheets.
- g) Prepare summary letter and recommended RVL.
- h) Route RVL for approval.

5.6 Proponent and Other Organizations

- a) Provide members for RVL evaluation teams.
- b) Forward vendor data on RVL vendor's support, responsiveness, and performance to Manager, P&CSD.
- c) Provide input to evaluation criteria.
- d) Review vendor questionnaire.

5.7 Treasurer's Organizations, Saudi Aramco and ASC

Compile financial reports on designated vendors and evaluate for financial stability.

5.8 Law Department

- a) Review and concur (no objection) with Potentially Qualified Vendor List.
- b) Review vendor questionnaires and technical and business evaluation criteria for legal acceptability.
- c) Review RVL evaluation packages and concur (no objection) with the RET RVL recommendation if supported by adequate justification.
- d) Review and concur (no objection) with removal of a vendor from an RVL.

5.9 Manager, Contracting Department

- a) Review and concur (no objection) with RVLs.
- b) Review and concur (no objection) with justifications for removal of a vendor from an RVL.

5.10 Manager, Purchasing Department

- a) Review and concur with list of potentially qualified vendors.
- b) Review and concur with business evaluation criteria.
- c) Review and concur with RVLs submitted to the SRC.
- d) Present RVLs with Manager, P&CSD to SRC for approval.
- e) Advise any vendor that it is subject to deletion from the RVL for specified reasons.
- f) Review and concur with the removal of a vendor from an RVL.
- g) Advise all vendors whether or not they are on the RVL within a week after receiving the Minutes of Meeting for the SRC RVL approval.

5.11 Manager, Inspection Department

- a) Inspect recommended RVL vendor plants and facilities specific to the offered RVL products and issue report to RET.
- b) Review of each vendor's QA/QC program.

5.12 Vice President, Project Management

- a) Review and endorse RVLs.

- b) Review and endorse removal of vendor from an RVL (exclusive of RVL updates) if vendor is currently providing systems to Saudi Aramco that affect Project Management.

5.13 Vice President, Engineering Services

- a) Review and endorse RVLs.
- b) Review and endorse removal of a vendor from an RVL (exclusive of RVL updates).

5.14 Services Review Committee

- a) Review and approve new RVL, updated RVL with changed vendors, and updated RVL with unchanged vendors when value of RVL during its term is greater than \$US five million.
- b) Review as information items updated RVL with unchanged vendors when value of RVL during its term is less than \$US five million.
- c) Review and approve removal of a vendor from an RVL.

6 Technical and Business Evaluation Notes

6.1 Kepner-Tregoe Decision Analysis

This SAEP adopts the use of the Kepner-Tregoe (K-T) Decision Analysis Methodology to evaluate vendors (See Section 8, References). The adoption of a recognized and structured methodology helps ensure that the results are objective, documented and supportable.

In brief, a K-T decision analysis requires that the objectives (or evaluation criteria) be classified as either MUSTS (i.e., pass/fail) or WANTS. MUSTS are mandatory objectives. Any vendor that does not meet a MUST will be dropped from the evaluation. The remaining objectives are classified as WANTS. The WANTS will be used to evaluate the vendors on relative performance. Each of the WANTS is evaluated as to its importance and assigned a weighting. Each vendor is first checked against the MUSTS and then scored on each WANT relative to the other vendors.

The team shall attempt to arrive at a consensus on all scores assigned. In the event that consensus cannot be achieved, a democratic process shall be used with the chairman resolving any tie that may occur. Any team member has the right to request that any issue be elevated to the General Supervisor, PCD if not satisfied with its resolution.

A decision risk analysis shall also be carried out and documented.

6.2 Evaluation Criteria and Preparation

The RET shall develop a list of all objectives that the vendors' products must meet. All areas of concern must be covered, both technical and business. All products and services shall be evaluated in the following three dimensions:

- 1) **Current Offering:** This dimension analyzes the strength of a company's current solution, including product capabilities, ease of implementation, service and support, and implementation and training.
- 2) **Strategy:** This dimension evaluates the strength of a firms' future product direction, including the company's ability to articulate its strategy, demonstrate its commitment, and forge technology partnerships.
- 3) **Market Presence:** This dimension reviews a company's financial and market strength, including financials, installed base, average deal size, and distribution partnerships

All the objectives are then categorized into business or technical and further classified as MUSTS or WANTS. Each Vendor is evaluated against the various criteria utilizing data obtained by the following methods:

- a) Review of vendor's written response to applicable standards and any questionnaires prepared by the RET.
- b) Review of Vendor Literature, Manuals, etc.
- c) Consult with operating facilities within Saudi Aramco that currently own and operate the Vendor's system.
- d) Consult with operating facilities outside of Saudi Aramco that currently own and operate the Vendor's system.
- e) Visit Vendor's manufacturing, assembly, engineering and customer support facilities.
- f) Hands on-equipment testing and configuration using both structured and unstructured approaches where required. In-kingdom testing should be encouraged.
- g) Develop benchmark Product Models to be implemented by each vendor.
- h) Analysis of financial data by the Treasurer's Organization.
- i) QA/QC survey results as obtained from Inspection Department.

The RET examines vendor data, resolves questions and problems, and scores each vendor utilizing a K-T Decision analysis and the criteria described below.

6.3 Business Evaluation - MUSTS

Each vendor shall be evaluated against the business MUSTS. A vendor that fails to meet any of the MUSTS will not be considered further. Vendors that meet all the MUSTS criteria will be evaluated against the WANTS as described in the next section. EXHIBIT 2 contains some examples of business MUSTS.

6.4 Business Evaluation - WANTS

The RET shall assign weighting factors to each of the business WANTS based on relative importance. Weighting factors will typically range from 1 to 10 with the most important objective given a weight of 10. All other objectives will be weighted relative to the most important. More than one objective can be given a 10.

Each vendor shall be evaluated against each WANT. The vendor that best meets the WANT is given a score of 10. The remaining vendors are scored relative to 10. More than one vendor can score a 10 on any particular WANT.

Each vendor's score is obtained by multiplying the score for each WANT by its weight and summing the results. EXHIBIT 2 shows an example worksheet and also contains some examples of business WANTS.

6.5 Technical Evaluation - MUSTS

The Technical Evaluation of MUSTS revolves around an applicable standard or a list of minimum requirements for the evaluated products. This evaluation is simply a check that the Vendor offers a system that meets Saudi Aramco's minimum requirements.

Each vendor shall be evaluated against the technical MUSTS. A vendor that fails to meet any of the MUSTS will not be considered further. Vendors that meet all the MUSTS criteria will be evaluated against the WANTS as described in the next section. EXHIBIT 3 contains some examples of technical MUSTS.

6.6 Technical Evaluation - WANTS

The RET shall evaluate each vendor against the technical WANTS using the method described in Section 6.4. EXHIBIT 3 shows an example worksheet and also contains some examples of technical WANTS.

6.7 Qualified Vendors

Any vendors that have not passed all of the MUST criteria are deleted from the list. The RET shall combine the business and technical scores, using weighting

factors determined by the RET, to develop a ranked list of vendors based on total scores.

The list of vendors is reduced by setting a cut-off score. Vendors that score lower than the cut-off shall be considered inadequate and disqualified. The cut-off score (normally in the range of 70-80% of the total possible score) shall be determined by the RET in accordance with Saudi Aramco procurement policies using sound technical and business reasons. The concept of "clustering" may be used when selecting the cut-off. For example, if a group of vendors had the scores: A, 88%, B, 84%, C, 81%, D, 79%, E, 77%, F, 65%, G, 60%, then the cut-off could be 77%. The RET shall document the basis for setting the cut-off and include it in the Evaluation Package (Section 6.9).

Vendors with scores at or above the cut-off will be included on the recommended RVL.

If vendors ranking is not required, the concept of "clustering" may be used to group the vendors into four categories based on the three dimension evaluation criteria detailed in section 6.2:

- 1) Leaders: Leaders have both a strong product and strategy. Startups and established companies alike can be Leaders, distinguished by the market presence.
- 2) Strong Performers: Strong Performers receive medium-high scores on both the current offering and strategy dimensions and are likely to appear on many users' shortlists. On at least one dimension, however, they fall behind Leaders.
- 3) Contenders: Contenders have products and strategies which, while credible, lag behind Strong Performers and Leaders.
- 4) Risk Bets: Risky Bets either are not particularly strong in any of the dimensions or are strong in only one of the dimensions (e. g., a strong current offering but a weak strategy for the future, or a great strategy but without a product to match).

Vendor solutions must have strong scores in both the current offering and strategy dimensions to place highly in the recommended list. The third dimension, market presence, helps RET break ties between vendors and make selections based on their vendor risk tolerance.

6.8 Potential Problem Analysis

This is the final step of the K-T methodology, whereby the team looks at any problems associated with including the chosen vendors or not including the

deleted vendors on the RVL (e.g., financial impact on training, spare stock, proponent acceptance, etc.).

All problems are listed and rated in terms of probability and severity. Any problems rated with a probability/severity of High/High, Medium/High or High/Medium need to be explored thoroughly, and may be a justification for modifying the list of qualified vendors. The decision to modify the list is based on the best judgment of the RET. The problem analysis and basis for adding or deleting vendors shall be thoroughly documented.

6.9 Evaluation Package

The Evaluation Package includes the Potentially Qualified Vendor List, List of Qualified Vendors, technical evaluation summary and work sheets, business evaluation summary and work sheets, potential problem analysis worksheet and other supporting data.

7 Confidentiality

The development of an RVL is a sensitive process and must be conducted confidentially. All documentation associated with the evaluation of vendors must be kept strictly confidential. Access to all information shall be restricted to a need-to-know basis. Confidentiality shall be maintained after completion of the evaluation. Before the evaluation begins, all RET members shall sign a confidentiality agreement.

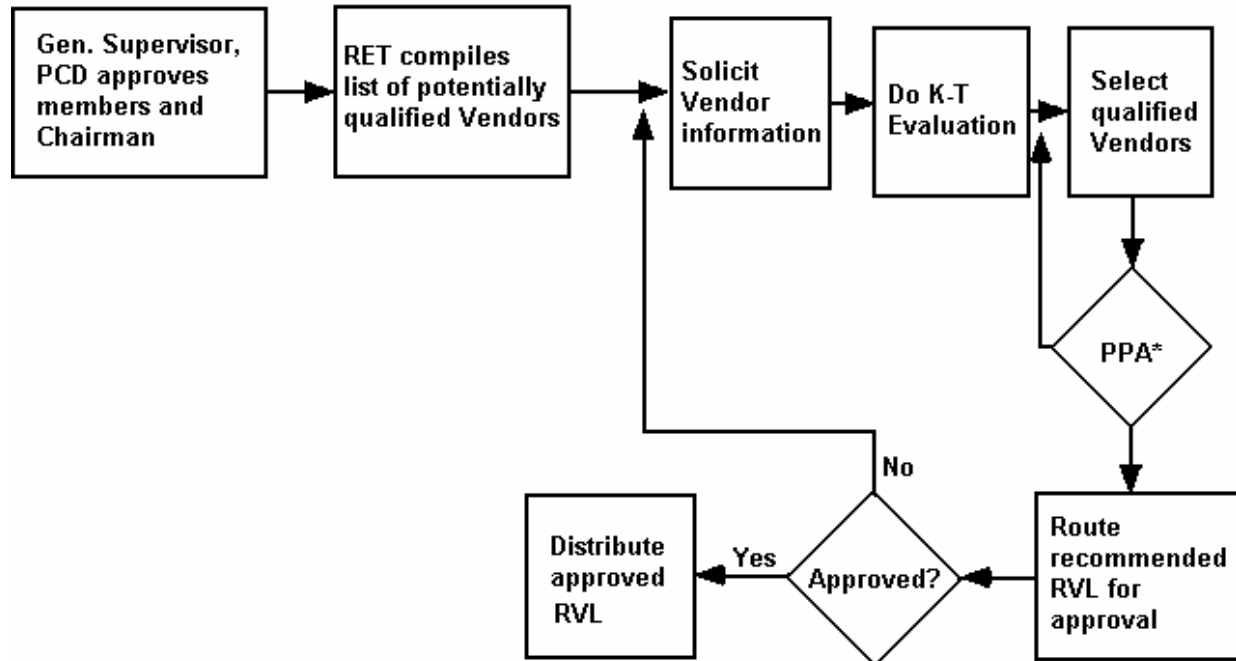
8 References

Kepner, Charles H. and Tregoe, Benjamin B., The New Rational Manager, McGraw Hill Book Company, 1982.

Revision Summary

30 June, 2003	Revised the "Next Planned Update". Reaffirmed the contents of the document, and reissued with no other changes.
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Figure 1 – Flow Diagram



PPA* = Potential Problem Analysis

Exhibit 1 – Process Automation Systems

POTENTIALLY QUALIFIED VENDOR LIST

(Example)

Vendor Name

Product Line

Prepared By: _____ Date: _____
Chairman, RVL Evaluation Team

Approved By: _____ Date: _____
General Supervisor, PCD

No Objection: _____ Date: _____
Law Department

Concurrence: _____ Date: _____
Manager, Purchasing Dept.

||

Exhibit 2 – Process Automation Systems, Restricted Vendor List - Business Scoring Worksheet

(Example)

CRITERIA	VENDOR / SYSTEM										
MUSTS		#1	#2	#3	#4	#5					
At least 5% market share in product line sales											
In business at least 5 years											
At least 5 hydrocarbon Installations											
Saudi Aramco Treasury approved financial / qualifications											
WANTS	wt	scr	tot	scr	tot	scr	tot	scr	tot	scr	tot
After-sale Support Services	10										
World-wide market share in the hydrocarbon industry	9										
Commercially registered in Saudi Arabia or intends to register	9										
Number of years in Process Control	6										
Vendor QA/QC Programs	6										
Job execution capability	4										
Experience with Saudi Aramco	4										
Totals											
%											

Exhibit 3 – Process Automation Systems, Technical Scoring Worksheet - Restricted Vendor List

(Example)

CRITERIA	VENDOR / SYSTEM											
MUSTS		#1	#2	#3	#4	#5						
Must provide high availability Process Control												
Must provide necessary functionality and performance required to do continuous regulatory control												
Must be tag based												
Operator functions must ensure safe plant operation and in a secure environment												
Must maintainable and reliable												
WANTS	wt	scr	tot	scr	tot	scr	tot	scr	tot	scr	tot	
Maximum regulatory control capability	10											
Maximum operator functionality	10											
Maximum maintainability	8											
Maximum system engineering functionality	7											
Maximum advanced control capability	7											
Maximum I/O capability	6											
Maximum compliance to 23-SAMSS-020	6											
Maximum foreign device connectivity	5											
Maximum H/W reliability (MTBF)	5											
Documentation	4											
Maximum installation flexibility	3											
Totals												
%												

Exhibit 4 – Process Automation System - Restricted Vendors List

Potential vendors for Process Automation Systems have been evaluated per SAEP-15.
Based on this evaluation the vendors restricted to bid on Saudi Aramco projects are:

	<u>Vendor Name/Address</u>	<u>Product</u>
1.	_____	_____
2.	_____	_____
3.	_____	_____

Prepared by: _____ Date: _____
Chairman, RVL Evaluation Team

Reviewed By: _____ Date: _____
Unit Supervisor

Concur: _____ Date: _____
Manager, P&CSD

No Objection: _____ Date: _____
Law Department

No Objection: _____ Date: _____
Manager, Contracting Dept.

Concur: _____ Date: _____
Manager, Purchasing Dept.

Endorsed: _____ Date: _____
Vice President, Project Management

Endorsed: _____ Date: _____
Vice President, Engineering Services

Exhibit 5 – Restricted Vendor List - Distribution List

(Example)

Senior Vice President, Engineering & Operations Services
Senior Vice President, Refining, Marketing & International
Senior Vice President, Exploration and Producing
Senior Vice President, Gas Operations
Vice President, Engineering Services
Vice President, Northern Area Oil Operations
Vice President, Southern Area Gas Operations
Vice President, Project Management
Vice President, Refining
Vice President, Distribution & Terminal Operations
Vice President, Information Technology
Vice President, Abqaiq Plants & Pipelines
Vice President, Northern Area Gas Operations
Executive Director, Southern Area Oil Operations
General Manager, Northern Area Projects
General Manager, Southern Area Projects
Chief Engineer, Engineering
Manager, Facilities Planning Department
Manager, Purchasing Department
Manager, Contracting Department
Manager, Inspection Department
Manager, Process & Control Systems Department
General Supervisor, Engineering Division, ASC Houston
RET Members