

Development of an advanced investment management framework



Stay-in-business CAPEX was brought in line with the industry averages through:

- Project prioritisation based on risk assessment
- Cost optimisation through tenders
- FX translation effect



The Company has adopted a consistent approach to investment planning and management of capital development projects



1 Enhance the automation of project management

- In 2014, the Company launched a new Primavera based planning and control system, which is currently implementing over 120 major projects
- New automated solutions to control costs / project budgets have been developed

2 Set up target PMOs for major projects

- The Company launched 9 project management offices and programmes in the Group's Head Office and enterprises
- New employees have been hired as the key project managers

3 Change the incentive framework

- The Company introduced special project management KPIs factoring in project implementation performance
- The Company has been implementing several strategic projects, which are viewed as an important part of TOP-100 MMC, a new long-term incentive framework

Capital management is there to ensure the Company's financial stability

CAPEX management is of critical importance to the Company's sustainable development and stable financial performance. The Company's priorities in this area are as follows: 1) adjustment of stay-in-business CAPEX in line with the industry benchmarks, 2) planning and management of development projects.