



Saudi American Glass Company Ltd.

MANAGEMENT KEY RESPONSIBILITIES

The key responsibilities of the management personnel of Saudi American Glass Company are as follows:-

1.05.1. Director-In-Charge

- Overall control of the Company's administration and financial management, responsible for planning, directing and coordinating an assortment of aspects in his jurisdiction.
- Establish the company's Policy Statement and Corporate Quality Objectives - and ensuring that they are communicated throughout the organization.
- Responsible for all aspects of the company's operation - ensuring that operations run smoothly according to the company policy and ensuring that the defined objectives and targets are achieved.
- Participate in the selection process of manpower. He provides the required discipline, evaluations and feedback required for the personnel to be successful.
- Ensure that suitable and adequate resources, including plant, machineries and equipments are provided.
- Ensure that jobs related to Finance along with transactions remain at the best.
- Over-all in-charge in dealing with and utilizing finances with expenses of a range of services conducted by the company.
- Ensure that the company's policies and procedures evolve and are implemented with the support of all employees. Lead the Executive review of Quality Management System and chairing Management reviews and meetings.

1.05.2. Senior Manager - Operations

- Implement and maintain the Company policies for continuous improvement under the coverage and boundaries of the corporate objectives extending the role from in-house issues to concerns relating to the image of the company in the market industry.
- Carry out administrative and budgetary functions of the operations with respect to production and other related issues.
- Exercise systematic strategies of optimizing productivity in line with production and sales.
- Lead and manage administrative responsibilities for all SAG departments.
- Contribute to defining strategic manufacturing investments and goals for the year, including lowering wastage and rejections.
- Lead and manage production planning, production and raw material consumption and ensure yield target management.

- Recommend manufacturing budgets, plans, resource requirements and broad roles.
- Define and achieve operational metrics of productivity, cost optimization and capacity utilization.
- Implement efficient structuring of manpower assignments, utilization, control and supervision. The duty is extending as well as overseeing the production functions that involve the human resources ensuring that individual tasks are performed properly in accordance with the company's quality system.
- Recommend and develop procedures and instructions in improving the department processes, products, jobs execution and effective implementation of the system.
- Perform regular / periodic evaluation and justification of factory performance as to production, output, rejections, non-conformities, cost and customer satisfaction in coordination with all departments.

1.05.3. Financial Controller

- Develop and recommend financial reporting, treasury and credit control related strategy, policies, processes, procedures and controls in order to support SAG short, medium and long term objectives.
- Participate in key decisions as member of the Executive Management team and maintain in depth relations of the management team.
- Manage the accounting, financial reporting, treasury, credit control departments and oversee the financial operation of the company implementing operational best practices.
- Oversee issuance of financial information and report financial results to Director-In-Charge, GCFO and BOD.
- Contribute to the preparation of al Business Plan by providing relevant economic and financial forecasts of data and industry trends in order to provide a relevant basis for review, discussion and approval.
- Understand and mitigate key elements of the company's risk profile and monitor all open legal issues involving the company and legal issues affecting the industry.
- Monitor cash balances and cash forecasts. Arrange for debt and equity financing and invest excess funds.
- Stimulate staff to constantly search for creative ideas and solutions for improving business processes which support increasing automation, improve the productivity and effectiveness of financial services.

1.05.4. National Sales Manager

- Create and implement effective direct sales strategies and lead nationwide direct sales personnel toward achievement of sales objectives.
- Develop competencies and processes required to create an effective and efficient sales organization.
- Provide leadership through effective communication of vision, active coaching and development while comparing sales results to goals and taking appropriate action to correct when necessary.
- Provide sales management, budget control, compensation programs and incentive planning.
- Ensure effective hiring, orientation, training, development and retention of sales staff.

- Provide supervision through field visits, observations and measurement of results to Include performance appraisals and salary reviews.
- Prepare monthly, quarterly and annual sales forecasts.
- Manage to meet/exceed monthly, quarterly and annual sales forecasts.
- Establish effective relationships and collaborations with other departments (Marketing, Finance, Operation, etc.) to address key business issues and opportunities.
- Maintain competitive knowledge to create and adjust sales strategies.
- Attend management meetings, seminars, and conferences as appropriate.

1.05.5. Technical Manager

- Provide Technical support to the Sales and marketing departments
- Assess Performance Specifications in enquiries received from customers in order to advise the Sales department on which of our products should be offered.
- Advise the Sales Department on which of the products should be offered where enquiries containing specifications for our competitors products are received
- Provide Calculations and Technical options on wide variety of subjects including, but not limited to the following:
 - o Safe glazing sizes under Design Wind Loads and Pressures
 - o Thermal Safety Calculations
 - o Secondary Seal Depth Calculations for Insulating Glass Units
 - o Spectro Photometric Data of both our glasses and those of our competitors
 - o Acoustic Insulation Performance
 - o Blast Resistance Calculations
 - o Bullet and Fire Resistance Recommendations
 - o Breakages and their likely cause
 - o LEED information
- Visit to customers with members of Sales and Marketing department to support and advise them in their discussion with clients
- Attend and participate in Seminars and Exhibitions intended to promote the products
- Act as a contact point and support link between the Company and its Customer on major highly complex projects
- Development work in the establishment and launching of new products designed to widen and improve the Company product range
- Visit sites to make inspections on rejected and broken glasses and to then issue reports on their likely causes

1.05.6. HR and Administration Manager

- Oversees the activities of HR, Security and other Admin activities.
- Develops, documents, and periodically updates HR and administration policies and Procedures.
- Leads the development and implementation of manpower planning and career path development.
- Sets the budget for the department to be submitted to the Senior Manager Operations for review.
- Controls the performance of the department and sets Key Performance Indicators for monitoring the performance of the organizational entities under supervision.

- Issus regulations, and administrative decisions in related subjects which complies with the approved authorities and responsibilities.
- Conducts periodic meetings with subordinates for reviewing progress and work flow, discusses suggestions and takes suitable actions accordingly.
- Prepares periodic reports with respect to the activities and achievements to be submitted to the Senior Manager Operations for review.
- Conducts performance appraisals for subordinates according to scheduled plans and recommending necessary actions.
- Nominates a deputy to carry out the responsibilities of the position in case of absence or whenever the need arise.
- Attends to the requirements of Saudization by clearing from the labour office.
- Performs tasks regarding securing work permits for SAGCO employees from the labour office.

1.05.7. Plant Manager

- Contribute to defining strategic manufacturing investments and goals for the year, including lowering wastage and rejections.
- Lead and manage production and raw material consumption and ensure yield target achievement.
- Develop and implement process improvement strategies, projects and define success metrics for the same.
- Approve departmental budgets, plans, resource requirements and broad roles
- Define, achieve operational metrics of productivity, cost optimization and capacity utilization.
- Initiate and implement best practices in plant management like Lean Production and Value Engineering.
- Lead and direct preventive and breakdown maintenance of machineries and equipments.
- Supervise production line operation in accordance with plant policies and quality system and procedures.
- Responsible for shift schedule to include work station: assignments/rotations, employee training and other concerns of the employees.
- Operate within standard operating procedures (SOPs) and Job Safety Analysis (JSAS).

1.05.8. QA/QC Manager / Quality Management Representative

- Lead, manage and implement quality systems to ensure conformance to quality standards, review compliance to ISO quality certification requirements, and monitor day-to-day operational activities for quality compliance.
- Define process QA/QC audit framework, norms, annual calendar and strategic priorities with the overall purpose of monitoring, reviewing and reporting process compliance and quality adherence.
- Develop and statistically analyze production quality data to ensure products and processes conform to quality standards and procedures.
- Lead in implementing and conducting regular quality internal audits of the plant and develop operating policies and procedures.
- Establish common tools and procedures for the manufacture of products and ensure cost reduction in rejection and wastage.
- Maintain and upgrade quality certifications.

- Understand the products manufactured by the plant and the raw materials, packaging materials and operations required in the manufacturing process including quality specifications and standards.
- Analyze production data and product specifications to determine present standards and established proposed quality and reliability expectancy of finished products.
- Establish programs to evaluate and monitor precision and accuracy of production equipment, testing and measuring devices.
- Participate in regular meetings with the management and production departments to discuss quality improvements.
- Confer with the authorities about quality assurance of new products introduced and manufactured products on market to rectify problems
- Keep abreast of latest manufacturing technologies, systems and quality control practices.

1.05.9. INFORMATION TECHNOLOGY MANAGER

- Lead a technical team to maintain an organized stable and secure operating environment for all network and telecommunications systems for the organization.
- Responsible for managing and developing projects within the organization as and when changes are required.
- Maintain maximum availability and excellent overall performance, manage and mitigate risks such as computer virus, cyber-attack, disaster, system failures.
- Enforce and abide by company standards, policies, and procedures.
- Effectively review with other departments their information needs and identify sources of automation and interdepartmental interactions.
- Effectively manage all IT contractors, as required by the business, including negotiating for cost and other deliverables.
- Define and establish a disaster recovery plan for Infrastructure and applications.
- Plan and estimate the requirements and budgets for all IT projects, support and maintenance in line with Company Strategic Plans.
- Execute IT capital expenditure effectively.
- Work within financial bud.
- Effectively identify, evaluate, direct and manage all projects relating to IT infrastructure and systems development.
- Prioritize projects, activities, and allocation of resources on the basis of business need, cost/benefit, and contribution towards accomplishing company or departmental objectives.
- Ensure the achievement of departmental objectives through the active participation of all direct reports / team members.
- Analyse, plan and ensure the provision of training and support to ensure effective skill levels for all department staff.

1.05.10. Marketing Manager

- Responsible for developing and maintaining marketing strategies to meet agreed company objectives.
- Evaluate customer research, market conditions, and competitor's data and implement marketing plan alternatives as needed.

- Oversee all marketing advertising and promotional staff and activities.
- Responsible for marketing of company products and services to the right market.
- Demonstrate technical marketing skills and company product knowledge.
- Develop an annual marketing plan in conjunction with the Sales department detailing the year's activity to meet agreed company objectives.
- Achieve frequent, timely and positive media coverage across all available information.
- Manage the entire product line life cycle from strategic planning to tactical activities.
- Conduct market research in order to identify market requirements for current and future products.
- Develop and implement a company-wide plan to push product, working with all departments for its execution.
- Build trust, value others, communicate effectively, drive execution, foster innovation, focus on delivery to customers, collaborate with others, solve problems creatively and demonstrate high integrity.

1.05.11. Customer Service and Estimation Manager

- Oversee the daily activities of the department and attend to the problems that may arise.
- Attend to all customer queries and concerns and discuss and coordinate them with other department concerned.
- Coordinate with the customer on matters affecting the processing of their orders.
- Delegate and assign duties and assignments to all department's staff and monitor their performance.
- Discuss schedules with production with respect the customers' orders.
- Review and approve estimates prior to preparing quotations and proforma invoices.
- Approve generated work orders for releasing to production for manufacturing.
- Conduct annual customer satisfaction survey and analyze results for actions and improvement.
- Prepare monthly reports on order intake, quotations and proforma invoices prepared and other reports that maybe required concerning sales.
- Review the department's work performance in terms of KPI's and implement improvements in the department in relation to the overall improvement plan of the company.
- Ensure that the company's existing policies are followed in the department.