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PLAN OVERVIEW

Scope

Scope Business Continuity Plans (BCPs) document the activities and information required to recover operations in the event of a disaster or crisis situation while minimizing the additional service disruption and/or financial losses. BCPs are designed to provide for geographical diversity requirements, workplace recovery, work around procedures and other methods to maximize continuity of business operations in the event of a disruption. The plans must be aligned with the criticality rating as identified in the Business Impact Assessment (BIA) results.

Guiding Principles

The following principles will serve as an overall guide for managing an incident of significant adverse event:

- The first priority is the safety and security of our employees, contractors, customers, clients, families, and communities. During an incident, addressing physical security and safety, as well as the psychological wellness of those we serve is critical.
- The second priority is the continuity of our businesses and preservation of our brands. This includes consideration of all business assets, whether financial, physical, or knowledge-based owned or entrusted to us.
- The third priority is the restoration and/or replacement of business operations and/or assets lost or damaged during an incident.

Objectives

The objective of BCP is to direct and guide appropriate actions to assure the capability exists to continue core business functions and activities, and to achieve an orderly recovery from emergency situations across a wide range of potential emergencies or threats, including acts of nature, accidents, technological, and attack-related emergencies.

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The objectives of a BCP plan include:

- Identify and document recovery procedures that are implemented in the event of a business disruption.
- Provide for the continuation of the critical business processes over a specific period of time (based on BIA results) yet be able to maintain an acceptable level of service for users of those processes.
- Identify and protect essential equipment, records, and other assets
- Assess and minimize damage and losses
- Provide organizational and operational stability
- Facilitate decision-making during an emergency
- Achieve an orderly recovery from emergency operations.

Assumptions

The Business Continuity Plan has been developed and is maintained on the premise that a worst-case interruption could render facilities totally unusable with no salvageable materials. A result of this worst case scenario is that individual business units would be able to recover from a less serious interruption. It is assumed that sufficient staff would be available to implement the recovery plan, and all data files/vital business records are backed up on a regular basis. For the purpose of this plan, a disaster is defined as “Any situation requiring a possible relocation or use of alternate external resources.” An emergency situation is normally of lesser proportions with recovery being accomplished within the damaged site using alternate internal resources.

Since documentation describing the specific nature of the recovery from all potential emergencies/disasters would yield an impractical and unwieldy plan, the plan will assume full relocation/replacement is required for each element described. Anything less than full relocation replacement will be handled using the same guidelines but with efforts and activities on a proportionally reduced scale.

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Planning Assumptions

- Assume a complete loss of a single facility during peak processing periods (exception for buildings that are physically joined).
- Personnel with general knowledge of the critical business and technical functions will be available following a disaster.
- The Recovery Time Objective (RTO) begins from time of disaster, not from the time of declaration. The RTO is defined as “the maximum acceptable length of time that can elapse before the interruption of a business function severely impacts the business.”
- An RTO is based upon the level of projected financial exposure, over time, which is acceptable to senior management.
- The Recovery Point Objective (RPO) is that point in time, preceding the interruption, that data must be available and correct to allow business functions to resume operations, following the interruption. Usually, the recovery point objective is the point synchronized backup data is available. The recovery objective is to minimize the amount of data and/or the number of transactions lost as a result of an interruption. To accomplish this, the recovery point objective should be to resume processing at, or as close as possible to, the point of interruption.
- RTOs vary depending on business and system requirements.
- Plans reflect high-level business functions, but may also refer to detailed processes.
- Vital Business Records – Records containing information essential to a firm’s success or survival and whose loss or inaccessibility could cause significant business interruption and/or monetary exposure. Vital records could be computer data or non-computer related records such as paper documents, forms, microfilm, fiche, etc.
- File Backup – All data files required to recover computer operations are backed up on a regular basis and shipped to offsite storage.

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Policy

As a baseline of the preparedness for the full range of potential emergencies, all departments within SMSA are required to establish and maintain a viable BCP capability, which ensures the performance of their essential functions during any emergency, or situation that may disrupt normal operations. A viable BCP capability identifies essential functions and consists of plans and procedures, alternate facilities, and alternate interoperable communications and data support systems, reinforced by comprehensive training, orientation, and exercise programs. BCP capabilities must be maintained at a high level of readiness, be capable of being activated both with and without warning, achieve operational status no later than 2-24 hours after activation, and maintain sustained operations for up to 30 days or until termination.

It is the policy of SMSA to respond quickly at all levels in the event of an emergency or threat, to include human, natural, technological, and other emergencies or threats, in order to continue essential internal operations and to provide support to the operations of client and external organizations.

BCPs must be reviewed and updated based on policy requirements or when significant changes occur. Business process owners or managers must maintain an adequate knowledge of their specific responsibilities for the mitigation, preparedness, response and recovery of activities as identified in their plans.

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BUSINESS CONTINUITY POLICY STATEMENT

SMSA Express recognizes its responsibilities to operate and maintain its business continuity program both in our facilities as well as external locations where we operate whilst working with our consultants to develop the business continuity program.

- We assess the risks to our operations and understand the impacts of risks
- Manage the identified risks by applying appropriate controls
- Recognize, communicate and respond to incidents in an effective and appropriate manner to minimize impact
- Recover business facilities as quickly as possible , should an incident occur

This policy applies to all SMSA locations we operate in.

All employees of SMSA are committed to the business continuity programs for its continual development and improvement. This policy is reviewed on a regular basis.

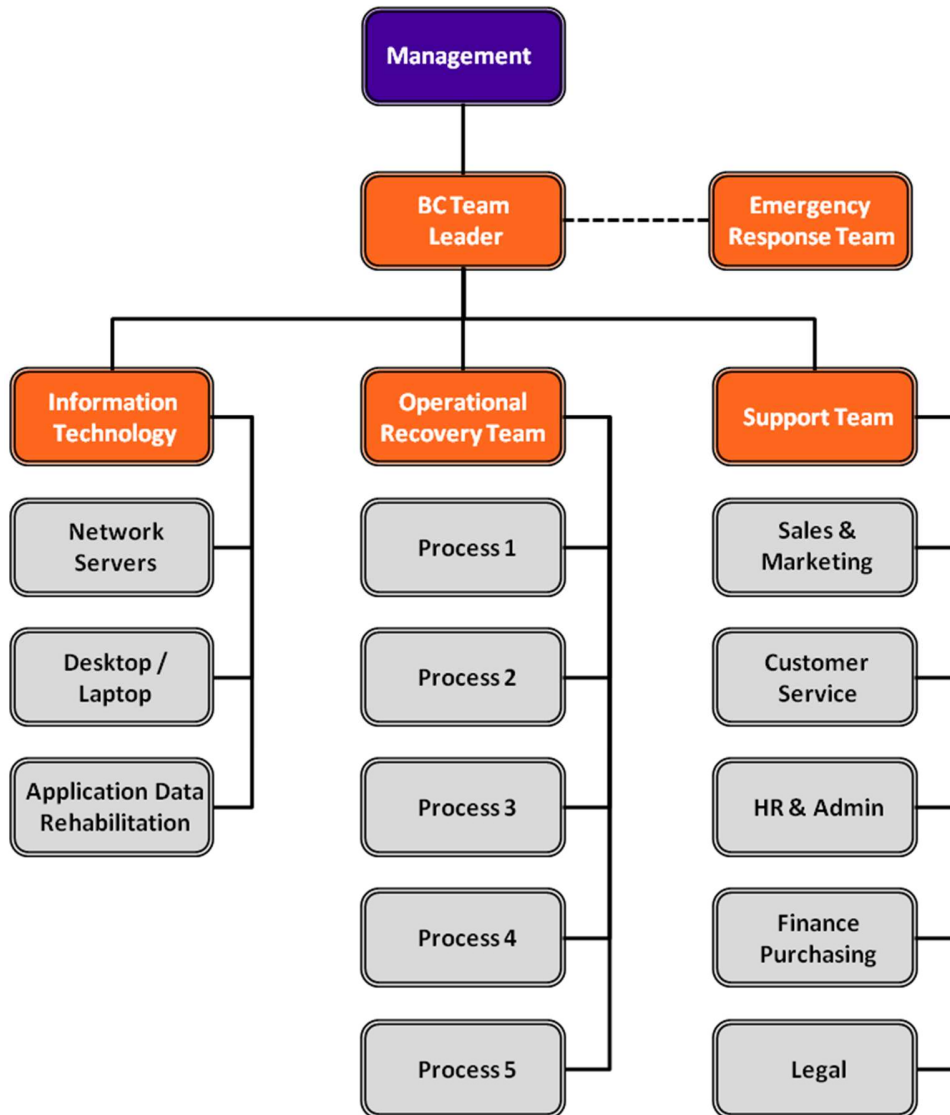
Managing Director
(Original Signed)

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I. BCM Structure



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II. Roles, Responsibilities & Authorities

Below table shows all the roles and responsibilities for all staff who will be involved in the Business continuity plan when an incident happens:

MANAGEMENT	Director – Quality & Risk Management
BC TEAM LEADER	BCM Lead Auditor
EMERGENCY RESPONSE TEAM	Identified ERT department representatives
SUPPORT TEAM	BCM Support Team
INFORMATION TECHNOLOGY	IT Manager

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III. Business Impact Analysis & Risk Assessment

INFRASTRUCTURE RISKS

INCIDENT/ DISRUPTION	IT SERVERS FAILURE	NATURAL DISASTERS & FIRE	LICENSE & AUTHORITIES APPROVALS
FINANCIAL	<500,000 SAR	>500,000 SAR	>500,000 SAR
OPERATIONAL	Interruption of accessing trackers and PCs.	The warehouse can't be used anymore for operational activities.	Business activities will be on hold.
LEGAL/ REGULATORY	SMSA might lose tracking of important legal documents.	Major authorities' investigation on the root cause which might lead to fines.	Major authorities' investigation & fines.
REPUTATION	Customers will lose tracking on their shipments. Complaints will increase by phone calls and social media.	Social media and News platforms interference.	Social media and News platforms interference.
CONTRACTUAL OBLIGATION	Customers' contracts with SMSA might be terminated.	Customers' contracts with SMSA might be terminated.	Customers' contracts with SMSA might be terminated.
PEOPLE	Employees will not be able to perform their duties without PCs or trackers.	Customers might not feel safe anymore.	Employees might lose their jobs. Customers might not feel safe anymore.
INFRASTRUCTURE	The Warehouse will not be a feasible place to work. This is due to unavailability of PCs, CCTV & trackers.	Huge costs on renovation and buying equipment.	Huge costs on leased locations and equipment.
RISK RATING	MEDIUM	LOW	HIGH
RISK Treatment	Mitigate	Mitigate	Mitigate
UNMITIGATED ACCEPTABLE RISK	No	No	No
LOCATION	Throughout KSA	Throughout KSA	Throughout KSA

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RECOVERY PLAN FOR INFRASTRUCTURE RISKS			
INCIDENT/ DISRUPTION	IT SERVERS FAILURE & CYBER ATTACKS	NATURAL DISASTERS & FIRE	LICENSE & AUTHORITIES APPROVALS
MTPD (MAX. TOLERABLE PERIOD OF DISRUPTION)	Within 24 Hours (1 Business Day)	3 Months	1 Month
RECOVERY TIME OBJECTIVE	Immediate /within 24 Hours (1 Business Day)	2 Months	1 Week
CONTACT INFORMATION	IT MD All Dept Heads Facility in-charge HR QRM	Police/Civil Defense MD All Dept Heads Facility in-charge HR QRM	IT MD All Dept Heads Facility in-charge HR QRM
RESOURCES & RESPONSIBILITIES	Available staff shall get in contact with IT department to resolve the problem. Supervisor and Manager shall probe the incident and submit an incident report to HR/QRM whatever applicable.	Available staff shall call Civil defense immediately. Police shall probe the incident and submit an incident report to SMSA. SMSA shall take necessary action based on the root cause and submit the incident reports to QRM.	SMSA shall take necessary action to resolve the problem based on the root cause and submit the incident reports to QRM.
INSURANCE COVERAGE	No, back up only	Yes, Insurance is available for all warehouses.	Not Applicable

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RESOURCES RISKS			
INCIDENT/ DISRUPTION	CIVIL DISORDERS	DATA LEAKAGE	PANDEMICS
FINANCIAL	<500,000 SAR	<500,000 SAR	<500,000 SAR
OPERATIONAL	It will interrupt the delivery process & commitments with customers.	It will interrupt the delivery process & commitments with customers.	It will interrupt the delivery process & commitments with customers.
LEGAL/ REGULATORY	Legal data might be leaked.	Legal data might be leaked.	SMSA shall follow all health authorities' instructions.
REPUTATION	Complains on social media platforms will have a negative impact on SMSA.	Social media and News platforms interference.	Complains on social media platforms will have a negative impact on SMSA.
CONTRACTUAL OBLIGATION	Customers' contracts with SMSA might be terminated.	Customers' contracts with SMSA might be terminated.	Customers' contracts with SMSA might be terminated.
PEOPLE	Customers might not feel safe anymore if knew about it.	Customers might not feel safe anymore if knew about it.	Customers complains might Increase due to non-complying with service levels.
INFRASTRUCTURE	Will affect resources planning and daily planned activities.	Confidential data as part of SMSA'S contractual terms might be disclosed and legal implications might occur.	Will affect active planned resources, schedules, Line hauls and daily activities.
RISK RATING	LOW	HIGH	MEDIUM
RISK Treatment	Avoid	Avoid through IT policies and security systems that protect the data.	Mitigate
UNMITIGATED ACCEPTABLE RISK	NO	NO	NO
LOCATION	Throughout KSA	Throughout KSA	Throughout KSA

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RECOVERY PLAN FOR RESOURCES RISKS			
INCIDENT/ DISRUPTION	CIVIL DISORDERS	DATA LEAKAGE	PANDEMICS
MTPD (MAX. TOLERABLE PERIOD OF DISRUPTION)	1 Month	1 Week	3-6 months
RECOVERY TIME OBJECTIVE	1 Week	1-2 Days	1 Months
CONTACT INFORMATION	MD Facility in-charge HR QRM All Dept Heads	MD IT HR QRM All Dept Heads	MD Facility in-charge HR QRM All Dept Heads
RESOURCES & RESPONSIBILITIES	Available staff shall get in contact with the department's manager to resolve the problem. Supervisor, Manager shall probe the incident and submit an incident report to GM/HR/QRM.	Available staff shall get in contact with the department's manager to resolve the problem. Supervisor, Manager shall probe the incident and submit an incident report to GM/HR/QRM.	HR shall probe the incident and submit an incident report to GM & QRM whatever applicable. All Staff shall be informed about the necessary actions taken.
INSURANCE COVERAGE	N/A	N/A	Available

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Risk – Impact Matrix

SEVERITY	CRITERIA	Financial	Operational	Legal/ Regulatory	Reputation	Contractual Obligation	Resources		LIKELIHOOD			
							People	Infrastructure	Rare:1	Unlikely:2	Probable:3	Frequent:4
									May occur at least once in 10 years	May occur at least once in 5 years	May occur at least once in a year	May occur multiple times in a year
	Negligible:1	Tolerable financial loss (≤ SAR 500,000 ≤ USD 133,333)	Failure of minor operational controls Negligible impact on customer base (advice / walk-in customers) Effectiveness and efficiency of the business is reduced Minor disruption of business	Warnings or violations requiring administrative action and minimal penalties Minor impact to code of ethics/conduct or accepted industry practices	Local media attention Negligible stakeholder impact	Notice / written reprimand / or complaint	First aid or minor injury and/or minor OHS incident/ issue	Damage to property & key operational assets that does not affect the business	Low - 1	Low - 2	Medium - 3	Medium - 4
	Marginal:2	Moderate financial loss (≤ SAR 500,000 ≤ SAR 3 million ≤ USD 133,333 ≤ USD 200,000)	Moderate adverse effect on customer base (minor corporate customers) Reduced effectiveness and efficiency of a business unit Moderate delays in provision of services Moderate disruption in business	Auditor: litigation/ subject to fines or penalties Subject to minor regulatory proceedings	Regional media coverage Moderate stakeholder impact	Fines or penalties imposed for minor breach/ non-compliance	Serious injury and/or illness	Damage to property & key operational assets that have minor effect on the business i.e. delay in the provision of services	Low - 2	Medium - 4	Serious - 6	Serious - 8

	Critical:3	Major financial loss (≤ SAR 3 million ≤ SAR 10 million ≤ USD 200,000 ≤ USD 2,666,666)	Failure/breach of fundamental control Major adverse effect on customer base Effectiveness & efficiency of SMSA significantly reduced Failure of projects/ business units to meet customer requirements Major IT and IT security related incidents Major disruption in business	Serious failure to comply with legal or regulatory requirements that may result in fines and/or parking of business/ suspension/ public admonishment	National media coverage Substantial stakeholder impact	Temporary suspension of contract Non-renewal of contract	Multiple serious injuries/ illness and/or major OHS incident/ issue	Damage to property & key operational assets that have major effect on the business i.e. failure of a business unit to operate & provide service to customers	Medium - 3	Serious - 6	Serious - 9	High - 12
	Catastrophic:4	Severe financial loss (≤ SAR 10 million ≤ USD 2,666,666)	Failure/breach of multiple controls that places SMSA in a position where it cannot operate with due care or within acceptable business parameters Majority of services & critical projects cannot be continued Loss of critical infrastructure and systems	Major investigations/ subject to substantial fines, penalties including criminal charges and/ or cease & desist orders	International media coverage Irreparable stakeholder impact	Cancellation/ termination of contract with subsequent claims, fines or penalties arising from lawsuits/ litigations	Death/ disability of personnel affecting the health, safety & welfare of employees, customers & other stakeholders	Damage to property & key operational assets that have severe effect on the business i.e. failure to fully operate & provide continuous service to customers and incur losses	Medium - 4	Serious - 8	High - 12	High - 16

A 4x4 risk matrix contains 4 levels of probability and severity.
For example, a standard 4x4 matrix has the following values:

Severity		Likelihood
1.	Negligible: the incident will not result in serious loss, delay, harm, damage, or lapse	1. Rare: May occur at least once in 10 years; unlikely, though possible
2.	Marginal: the incident could cause loss, delay, harm, damage, or violation but its effects would not be serious	2. Unlikely: May occur at least once in 3 years; could occur occasionally
3.	Critical: the incident can result in serious loss, delay, harm, damage, or breach	3. Probable: May occur at least once in a year; not surprised, will occur in given time
4.	Catastrophic: the incident is capable of causing extreme or severe loss, delay, fatality, destruction, or crime	4. Frequent: May occur multiple times in a year; likely to occur, to be expected

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IV. Business Continuity & Recovery Plan

1. INCIDENT: IT SERVERS FAILURE & CYBER ATTACKS

BUSINESS CONTINUITY ACTION:

Buy a new server in case the problem can't be resolved.

RECOVERY PLAN:

- Incident report documentation.
- Confirm regularly all data are always auto- backed up on time.

2. INCIDENT: NATURAL DISASTERS & FIRE

BUSINESS CONTINUITY ACTION:

- Prepare a plan with facilities team for immediate renovation of the warehouse.
- Shift all operational activities to the nearest similar-in size warehouse.

RECOVERY PLAN:

- Incident report documentation.
- Employees' awareness of the incident, its root cause and its impact to the company.
- Preparation of corrective and preventive action plans.
- Maintain the Safety of the warehouse with the proper equipment, systems & extinguishers locations.

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3. INCIDENT: LICENSE & AUTHORITIES APPROVALS

BUSINESS CONTINUITY ACTION:

- a) Arrange for a meeting with the public relations officer and finance manager to resolve the issue.
- b) Shift all operational activities to the nearest similar-in size warehouse (if necessary).

RECOVERY PLAN:

- c) Incident report documentation.
- d) Concerned Employees' awareness of the incident, its root cause and its impact to the company.
- e) Preparation of corrective and preventive action plans.
- f) Maintain the proper work processes and policies to avoid similar incidents in the future.

g) INCIDENT: CIVIL DISORDERS

BUSINESS CONTINUITY ACTION:

Stop all responsible staff and confirm with QRM & HR for the replacement process.

RECOVERY PLAN:

- a) Incident report documentation.
- b) Confirm regularly all data are always auto- backed up on time.

h) INCIDENT: DATA LEAKAGE

BUSINESS CONTINUITY ACTION:

Stop all responsible staff and confirm with QRM & IT for the replacement process.

RECOVERY PLAN:

- a) Incident report documentation.
- b) Confirm regularly all data are always backed up.

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i) **INCIDENT: PANDEMICS**

BUSINESS CONTINUITY ACTION:

- a) Remote working alternative schedules.
- b) Medical tests/Self- Isolation when necessary.
- c) Use of personal protection equipment inside the company.

RECOVERY PLAN:

- a) Incident report documentation.
- b) Employees' awareness of the incident and its impact to the company.
- c) Vaccinations; when available.

V. Activation Criteria & Procedure

When an incident occurs, the BC team leader shall coordinate with emergency response team to contact all the concerned staff through direct calls, emails or SMS messages. The concerned staff shall understand and follow the emergency team instructions as they will be guiding them on the response plan based on the incident.

VI. Communication & Response Structure

SMSA shall handle and carry-out all internal and external communications relevant to the Business Continuity Management System, whilst ensuring the availability of the means of communication during a disruption. All interested parties that will be potentially impacted by an actual or impending disruption shall be alerted.

INTERNAL COMMUNICATIONS

A documented procedure shall be available for all communication, including what, when, with whom, and how to communicate with employees and their emergency contacts.

Owner/ Author	Approver	Reviewer
BCM Lead Auditor	Managing Director	QRM Director
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EMERGENCY CONTACTS

Corporate Office	+966 11 463 3999 ext. 8554
Quality & Risk Management	+966 11 463 3999 ext. 8523
Information Technology	+966 11 463 3999 ext. 7717
Human Resources	+966 11 463 3999 ext. 7758
Customer Service	+966 11 463 3999 ext. 8000
Administration	+966 11 463 3999 ext. 213
Marketing	+966 11 463 3999 ext. 8333
Finance	+966 11 463 3999 ext. 7738
Legal	+966 11 463 3999 ext. 405

EXTERNAL COMMUNICATIONS

All external communications relevant to BCMS shall be in accordance to the Media and Public Relations Policy of SMSA on GUIDE, including receiving, documenting, and responding to communications to and from interested parties, such as media and government authorities.

VII. Exercise Programme

SMSA shall implement and maintain an exercise and test programme annually to validate over time the effectiveness of the business continuity strategies and solutions, or when there are significant changes within SMSA or the context in which it operates.

After the exercise, a formal report is published, that contains the outcomes, recommendations, and actions to implement improvements.

VIII. Evaluation

SMSA shall evaluate the suitability, adequacy and effectiveness of the Business Impact Analysis, Risk Assessment, Plans and Procedures, and all relevant documents to the Business Continuity Management System at least once a year, after an incident or activation, and when significant changes occur. All documentations and procedures shall be updated accordingly.

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SMSA shall also conduct evaluations of relevant partners and suppliers' business continuity capabilities, and compliance with applicable legal and regulatory requirements, industry best practices, and conformity to the business continuity policy and objectives of the company.

The evaluations may be carried-out through reviews, analysis, exercises, tests, post-incident reports and performance evaluations. SMSA has recently acquired a BCM system, which will enable all requirements herein to be carried-out upon its full implementation.

IX. Distribution List

A digital copy of this Business Continuity Plan is available in SMSA's Quality Management System, GUIDE. Access to this document is limited to the system administrators, authors, plan owners, BCP teams, and Quality & Risk Management group. All printed copies of this document are considered uncontrolled copies.

Owner/ Author	Approver	Reviewer
BCM Lead Auditor	Managing Director	QRM Director
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