

Media Policy and Guidelines – Press Relations (SKA-PO6-P006)

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1. Introduction

The Company's interface with the media – serves three main goals:

- Continually informing our target audience via the media about SKA's activities
- Image building
- Damage control

By keeping media informed in a truthful and respectful way, SKA will heighten journalists' awareness of, and familiarity with, our objectives and activities. We shall be aware that every media relations activity has an effect on the corporate image and shall be in accordance with business strategies and communications plans.

If we are confronted with information or a question regarding information that has the potential to damage the corporation (such as allegations, human error or rumours) then this information must be actively controlled and researched. The final explanation shall always be based on the truth, which is in the best interest of the company.

2. Policy

Contacts with the press should be continuously initiated and maintained in a manner establishing long-term cooperation based on mutual trust. Corporate Legal and Governance Manager shall be informed and prepared, enabling SKA to maintain the initiative in publicizing important developments first hand. Statements to the press must be based on a solid foundation of fact. Corporate Legal and Governance Manager (CLGM) is responsible for external media/press relations.

Press Relations shall always ensure that the media receive quick and correct information regarding SKA's on-going business activities. To achieve this, the following basic principles must apply to press relations.

Press Relations must be based on the agreed business strategy. Press Relations must be based on the business strategy from which a communications plan shall be defined.

News shall be relevant and up-to-date

News is only of interest to journalist if the information is relevant to their audience, or to the industry, or to the community at large. Relevancy is greater if the subject involved is current.

In general, media interest in SKA will be aroused by:

- Breakthrough in new business, markets, products
- Important contracts
- Crisis situations
- Joint Ventures with PLC
- Significant breakthrough Doing Difficult Jobs in Difficult Places

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CLGM must be well prepared and give good service. Always provide journalists with good service and the proper answers as quickly as possible. Being well prepared is essential. Writing press releases, producing ready-made illustrations, preparing Question-and-Answer documents, briefing the organization spokesperson are all part of this service. Always get back to a journalist after an enquiry.

Know what message you want to be published

Always keep in mind the impact of the message you want to convey and consider carefully your choice of media. Limit the number of message to a maximum of three. Think about how and to whom you can convey these messages as effectively as possible.

One Person to control the information flow

Journalists shall preferably have one channel into a company to coordinate press activities. This means that a company shall have an assigned Press Contact Person. The CLGM shall always be present or at least notified when somebody within the company has been approached by journalists, so that he or she can control the information flow.

Be professional in your personal contact with journalists

Journalists are always looking for important, newsworthy information. Learn how journalists work and how they evaluate information. A few rules are:

- Avoid speculations about competitors, customers, legislators or your own company.
- Avoid commenting on rumors.
- Avoid saying anything “off the record”.
- Don’t say anything under stress that you’re not sure of. Ask to come back with an answer.

There is no “local” news

Information published about SKA in any country must be considered international in scope, since the international spread of news is instantaneous. Internet media reaches wide spread of audience in a second/press of a button.

3. Purpose

To seek to have SKA’s business and operations described in the press in a manner resulting in realistic expectations with respect to the company’s development.

The objective is to be described as correctly as possible in order to get perceptions as close to reality as possible.

4. Responsibility

The official and only spokesperson for SKA is the President/CEO. Each business area operating in different regions/sites are not allowed to comment or speak to the media unless written permission is granted from the Company’s spokesperson. All media/press related functions are coordinated through CLGM. Spokespersons shall be trained in press relations, and shall take responsibility for

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the receivers' correct interpretation of information submitted. Refer to Spokesperson Guideline "SKA-QMS-SG01"

General

The appointed CGLM is responsible for the process of supplying information to specific target groups via the media. The CGLM role is to:

- Be available
- Provide journalists and editors with relevant and approved information quickly
- Generate good representation in pre-selected media
- Establish direct, professional contact with the most influential journalists
- Provide an interface between Company and media
- Press Releases and communications must always be approved by the President/CEO

Corporate Governance Legal

All press relations are handled within the Corporate Governance Legal unit, which is responsible for central coordination and publication of all obligatory SKA press releases. This includes editing text, selecting media and ensuring simultaneous publication domestically and internationally. It also includes providing a quick response on urgent issues.

All press releases are to be published in cooperation with SKA's Head Office in Dubai.

Approved by:



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