



Order Efficiency Ltd  
Project Health Control (PHC)  
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**March 11, 2025**

**Nasir Al Farid**  
**Chief Investment Officer & Global Procurement Manager**  
**The NEOM Project**  
NEOM Headquarters  
Tabuk Province,  
Kingdom of Saudi Arabia

Subject: **Expression of Interest – NEOM Questionnaire and PHC Engagement**

Dear Mr Al Farid,

We are pleased to present the NEOM Questionnaire and Expression of Interest (EOI) Package, outlining an opportunity to collaborate within the Project Health Control (PHC) Service framework. As a governance and efficiency-driven initiative, PHC is designed to bring structured oversight, risk management, and sustainable operational control to large-scale projects.

The enclosed package provides a clear introduction to our methodology and approach. As you review the materials, you'll also find a submission detailing the development of PHC and the extensive experience that underpins our work. This context illustrates the evolution of PHC's model and its applicability to pioneering initiatives such as NEOM.

We recognize the scale and ambition of the NEOM project and the necessity of precision in execution. Our approach is designed to enhance not just compliance but the overall sustainability and success of key operational elements. We look forward to exploring how our structured methodologies can contribute meaningfully to NEOMs objectives.

We appreciate your time in reviewing this package and look forward to engaging in meaningful discussions. Should you have any initial queries or require further clarification, please do not hesitate to reach out. We are available at your convenience for a follow-up discussion to explore next steps.

Thank you for your attention, and we look forward to the opportunity to collaborate.

Best regards,

For: **Order Efficiency Ltd**  
Project Health Control (PHC) Service

**David E. Winter**  
**Managing Director**