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Construction

Follow-through at every stage
of your project's life cycle



PRIMAVERA Construction___
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of your project's life cycle



PRIMAVERA Construction integrates the specific treatment of vertical areas with other nuclear management areas

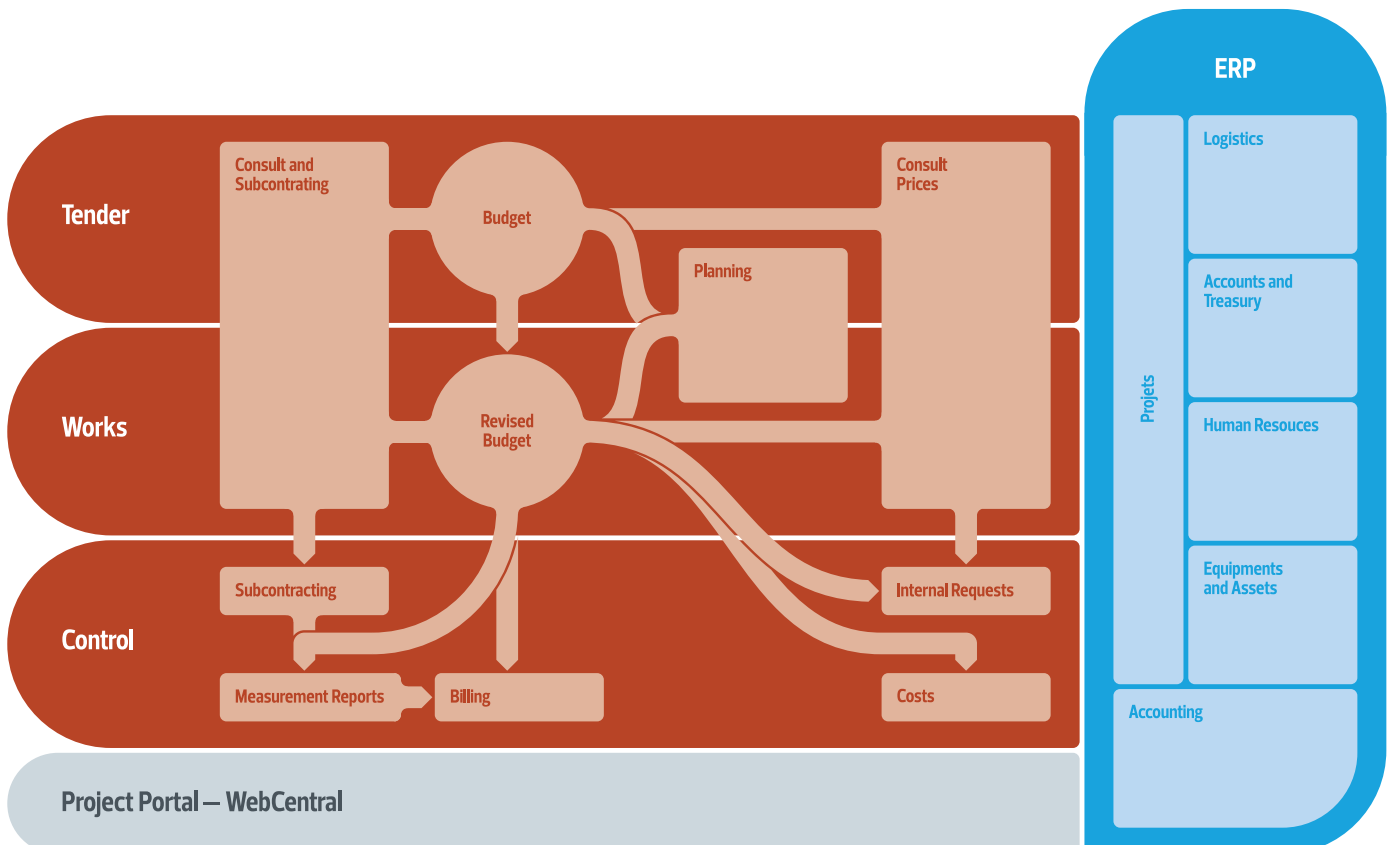
Since the information associated with any construction project is so vast and diversified, it is essential that it be centralised in a single site so that it can be quickly and easily accessed by everyone involved, all the way from the tender stage to final completion.

The PRIMAVERA Construction solution ensures complete follow-through of the life cycle of every project, enabling all the processes inherent to the specific characteristics and demands of the Civil Construction and Public Works sector to be integrated and dealt with. And it can be fully integrated with administrative and financial processes too. This vastly improved information flow promotes substantial increases in productivity and fewer incoherencies, leading to a reduction in costs.

Another feature of the solution is its considerable capacity to group together all the information related to each tender and project. To this end, each project is allocated a dossier, where all the information relating to it

will be stored. This would include general data, budgets and quotes, schedules, subcontracted work, measurement reports, additional contracts and any other relevant data. As well as incorporating the information relating to each job, it is also possible to record specific information relating to each organisation involved in the job, since user fields can be created in every area of the solution.

And not only does the technology that supports PRIMAVERA Construction make it possible to attach all the electronic documentation to the job and to do so in any format (CAD, Excel, Word, PDF, etc.), but it also affords the possibility of creating files that improve the organisation of the documentation and make it easier to consult.



Main Areas of the Solution___

Cost Database

The structuring of the various resources to be used during the project, and the management of the respective cost prices, constitute the basis for effective budgeting and cost control, fundamental for the success of companies operating in the sector, particularly in light of the current market reality, where there is considerable pressure on margins.

In this module, resources can be processed individually (simple prices) or structured under the main categories of Personnel, Equipment, Materials and Miscellaneous, and each category can be subdivided as desired for a more efficient organisation of resources.

Another possibility is the definition of Performance Files, which afford not only a quantitative perspective (what resources are being used) but also a qualitative perspective of the work (the resulting performance). Also worth highlighting in this area of the solution is the facility to import Resources and Performance Files from the most commonly used formats in each country. The Performance Files can also quantify resources in percentages, allowing them to be easily adapted to a variety of scenarios. In addition to resources, the Performance Files can also incorporate other files, so it is possible to start off with a simple file and keep adding information to it to build up a fairly complex file that will substantially simplify the budgeting process.



This entire structure of performance files and resources presents a single, highly flexible interface allowing the management process to be mapped in a single flowchart adapted to each organisation's individual needs. These structures improve the users' experience of the product in multiple areas of application. This is especially true in the case of budgeting, where, apart from allowing resources and performance files to be selected, it is also possible to generate sections of the budget based on its own structure. Since they are supported in a database, the Performance Files are an important asset. This is because they allow a series of information specific to each functional area to be incorporated into and retained within the organisation, along with the resulting expertise acquired over time. As a consequence of features such as dynamic updating of prices, resource search, analysis of the sites where each concept is being used, full descriptions, and the highly agile and intuitive interface, among others, this area is a powerful budgeting support tool.

Tender Management

The architecture of PRIMAVERA Construction was designed in such a way as to guarantee a clear distinction between tenders and jobs that have actually been awarded.

This module enables all the processes related to tender management to be handled in every detail, whether from the project owner's perspective (where the bidders' offers will be received) or from the contractor's perspective (where bids can be prepared for submission or subcontracting tenders created).

The Tender File enables all the information relating to the tender to be processed, from the general details of the tender, to the associated costs and the management of the process of preparing, receiving and comparing bids.

The availability of a variety of data import and export mechanisms leads to greater flexibility in tender communications, work programmes, prices, quantities, etc., between the various people involved in the job (the project owner, contractors, subcontractors, etc.). As a result, bids can be handled very quickly and easily. In addition to text formats and Microsoft Excel, the mechanisms for data communication also feature the most commonly-used models in each country.

Calls for prices during the tender stage and while the work is underway allow subcontracting and purchasing mechanisms to be set in motion, in response to a call for prices relating to tasks or resources. The application manages the entire process associated with this operation, i.e. requests for quotes, receipt of offers, price comparison and acceptance of offers, generating the respective subcontracts or purchase documents in Logistics.

The facility to compare the various bids associated with a tender in accordance with different criteria (overall cost, item by item and other criteria for awarding the job, and the weight of each of these factors in the analysis of the bids) makes this a powerful support tool in the decision-making process. The comprehensiveness of this solution and its suitability to the different positioning of the organisations operating in the Civil Construction and Public Works sector afford contractors and project owners fast access to information that is vital for their negotiations, since it allows the bids received to be compared. It is also possible to make comparisons to rival bids if they are accessible.

Errors and Omissions

This solution also provides support for errors and omissions since it affords the possibility of measuring elements in synchronised fashion with an additional errors and omissions contract. Thanks to this synchronisation, errors and omissions can be adjusted in line with the original contract, making it possible to configure a single contract if the parties so desire.

Budgets and Quotes

The tight negotiating margins typical of the current Civil Construction and Public Works market have forced companies operating in the sector to offer very competitive prices when bidding in tenders. This means that the budgeting process and its associated quality are hugely important in these organisations.

Additionally, and without playing down the need for good budgeting, it is extremely important that mechanisms exist to make the process rapid and well-organised, ensuring that bids are submitted in timely fashion and meet the stipulated deadlines.

The Budgeting module was designed with a view to streamlining the entire budgeting process. The possibility of fully customising the set-up means that it can be perfectly adapted to suit each individual organisation's needs in terms of preparing budgets, quotes and revised budgets and quotes.

In the case of budgets, it is possible to define the costs directly associated with the various parts of a project, enabling unit

prices to be broken down into the categories of Personnel, Materials, Equipment and Miscellaneous. The cost associated to each of these categories may result from the association of earlier Resources or Performance Files, or by consulting subcontractors or, alternatively, inputting the values manually.

Other costs, both indirect and fixed (e.g. administrative structure), can be associated to the budget and it is also possible to define which parts of the project they should be allocated to. Thanks to the mechanisms that incorporate indirect costs in the budget structure, users can take advantage of functionalities such as calls for prices, internal requisitions and subcontracting of jobs that feature under indirect costs.

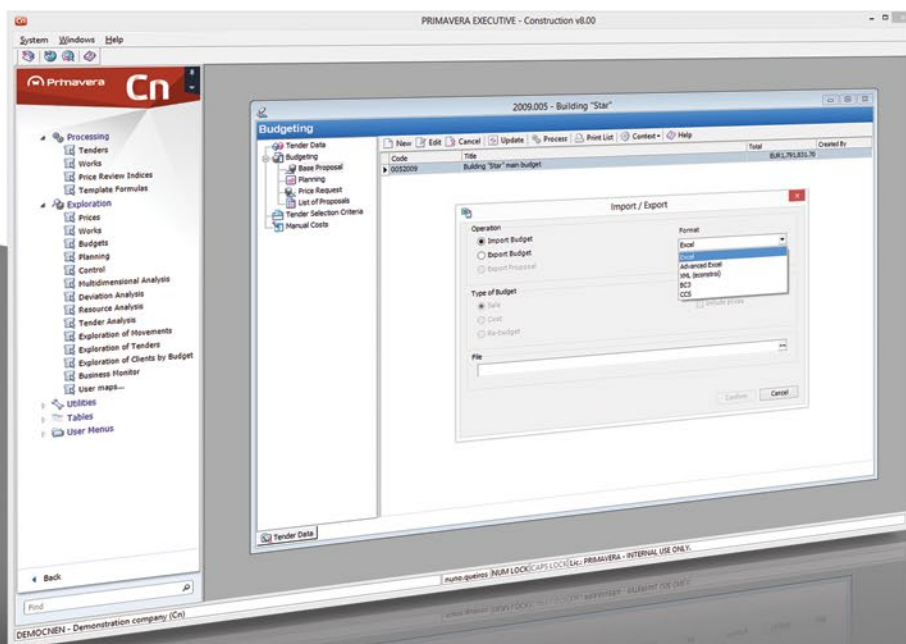
All the information relating to the budget (quantity and direct and indirect cost structures) can be converted to a revised budget and worked on independently to prepare a job which has been awarded.

Quotes to be presented to clients can be obtained in various ways, i.e. by taking the budget and associating K factors and margins

to it or by directly inserting sales values. In both cases, the values can be manipulated not only in terms of the overall quote but also chapter by chapter or even item by item. Advanced functions make it possible to define and set margins per item, speciality, category of resource and resource (in addition to the possibility of applying these margins to items under specific conditions), giving this solution considerable flexibility in terms of creating sales quotes. In this context, it is also worth highlighting the possibility of duplicating tender bids and defining the applicable number of decimal cases and rounding up or down of figures, and the fact that a number of users can be working on the same budget or quote at the same time.

In order to guarantee high standards of quality, the Check Errors function allows users to conduct a series of checks for potential errors in the budget or quote. This function guards against undesired occurrences such as exclusions, abnormally low or high prices, sales prices which are lower than cost prices, missing quantities and other failings in the preparation of budgets and quotes. Simply clicking on a potential error detected takes the user straight to the respective item in the budget or quote.

Considering that it is very common during the budgeting process to consult a number of suppliers, this solution offers mechanisms that enable users in charge of the process to select a series of suppliers to whom they wish to automatically send a request for offers, create requests for quotes for the



Importing/Exporting budgets/quotes in various formats

resources associated with the budget and compare quotes. These requests, created by the Budgets and Quotes area of the solution, can be fully integrated with the Logistics area, thereby creating a document workflow with other parts of the organisation (e.g. the purchasing department). In the opposite direction, the results of the consultation with suppliers can be automatically integrated in the budget.

Awarding Orders and Subcontracted Jobs

Additionally, the solution provides a budget price analysis mechanism which is extremely useful in the process of negotiating with suppliers and through which it is possible to determine the effects associated with a change in the unit price of the resources associated with the budget.

Taking into account the weight of each resource in the overall budget value, it can immediately be seen how much will be gained from a percentage discount on the price of a particular item, or what the repercussions will be if the cost-per-hour price for a given

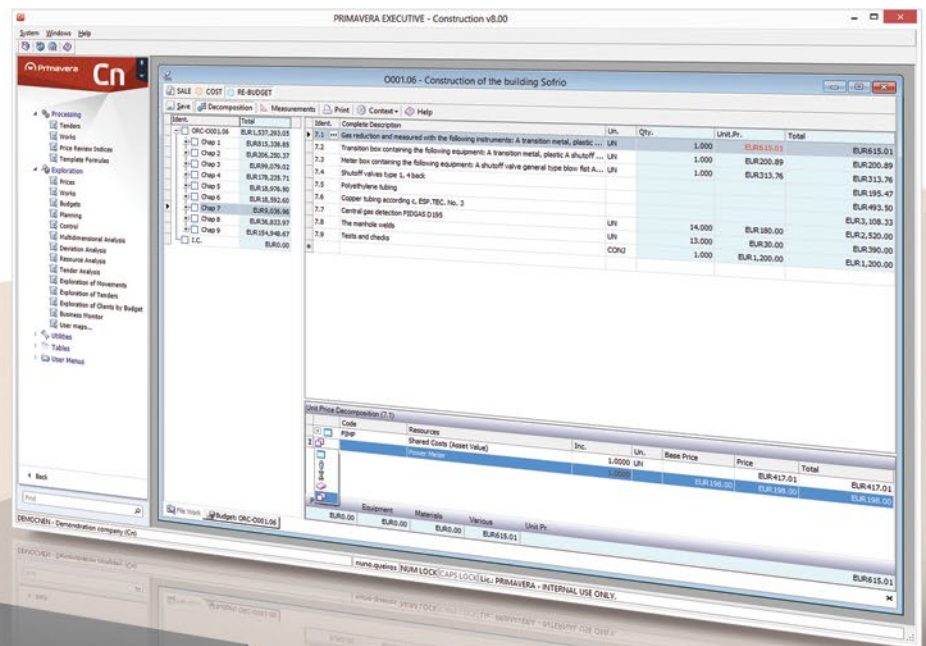
personnel category goes up. This analysis can be conducted by individually changing the unit cost of each resource or by applying K factors or margins to the selected resources. After the various quotes and budgets have been compared, the system immediately enables orders and subcontracted jobs to be awarded.

The various stages of budgeting and performance are clearly differentiated in the solution so that the information related to each job can be correctly recorded and analysed.

Where subcontracts are concerned, the PRIMAVERA Construction solution affords high levels of productivity to professionals who need to compare bids and manage subcontracts on a daily basis. Functionalities such as the Create Subcontracts Assistant (which assists in the detailed selection of what is to be subcontracted), the updating of budgets based on quotes and subcontract comparison charts, and the option to cancel or substitute subcontracts in whole or in part are some examples of how far-reaching the solution is where subcontract management is concerned. Administrative control over subcontracts, whether in terms

of documentation or of the subcontractor's personnel, makes it possible, for example, to define alerts about the existence and validity of licences or the timekeeping and attendance of the subcontractor's personnel.

The option of creating subcontracts directly in the file for a particular project or on the basis of calls for prices, as well as the integrated facility for viewing the budget and item orientation are further mechanisms that bring added flexibility to the management of this process, vital to the construction sector.



Inputting non-earmarked resources in the budget

Planning

Given the complexity and timespan normally involved in the life cycle of projects in this sector, planning becomes a vital factor for success. Fully integrated with the most popular planning tools (MS Project, Open Project, etc.), this module makes it possible to define the level of detail required in the drawing up of schedules and work plans, guaranteeing total control over the project through the incorporation of the time variable.

By combining scheduling with information taken from other areas, countless plans, analyses and operating charts can be obtained, including payment plans and financial schedules, calculation of needs and resources plans, loading charts for personnel and equipment, among others.

The general planning option for all projects enables the entire portfolio of ongoing projects to be viewed and their progress monitored.

Measurement Reports

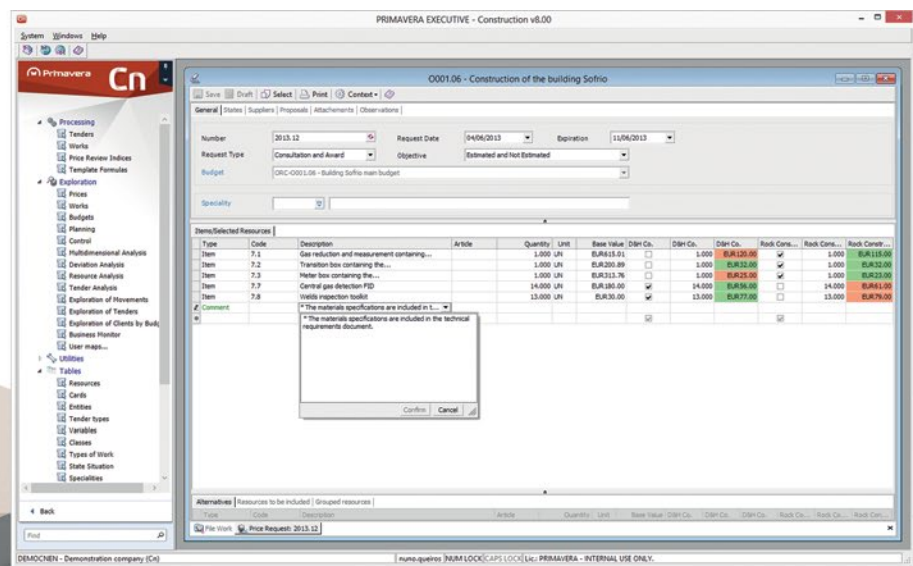
The monitoring of work underway from the perspective of the relationship between the project owner, the contractor and subcontractors is fully supported in this module of the solution.

The facility for recording and processing measurements against the awarded values or, separately, against the actual values, makes it possible to distinguish between control over performance and managing the values to be invoiced, adapting to the scenarios most commonly encountered in the market. A highlight of this control is the option to input performance or invoicing values against quantities or percentages, purchase or selling prices, total or partial, in addition to enabling performance to be monitored on the basis of the contracted selling price.

The management of Extra Work encompasses a whole range of scenarios, in particular the fact that such work may not

be able to be invoiced but rather incorporated in the cost of the project. At this level, the possibility of controlling the established contract limits, whether overall or in relation to individual items from the project, with the option of creating different types of contract (Overall Value, Series of Prices, Mixed, etc.) is just one example of how the solution is adapted to the real control needs in this sector. The Less Work functionality gives users greater control over the project when changes are needed that imply closing work without it having been completed. This operation is carried out using the Close Items function in the reports. When closure is carried out, it is possible to indicate the reason using the Less Work typing function (causes). For each Less Work occurrence, it is also possible to indicate the Additional Contract or the task in the Budget that will be performed instead.

The control of the tasks performed, as well as Extra Work or Less Work, constitutes the starting point for the respective invoicing



The facility for comparing subcontractors' bids assists in the job-awarding process

processes. The flexibility of the solution with regard to its suitability to each organisation's different internal processes, and the high level of integration with the Logistics area mean that a range of scenarios can be supported. These might include automatic document creation and subsequent conversion to an invoice after analysis and/or modification (all of this based in Measurement Reports) and the definition of more complex internal document flows which serve as an intermediate stage before final invoices are generated. Lists from the Reports can be included up to the desired level when generating invoices. Whenever there are measurements associated with project tasks, the system allows users to view past measurement records and, depending on the configuration, to update them. The two invoicing methods supported by PRIMAVERA Construction allow invoicing to be done on the basis of the partial values from each measurement report or on the basis of accumulated amounts.

When associated to the project's various subcontracts, the Measurement Reports relating to the subcontracted work can quickly feed the measurements from the Report to the project owner (if they coincide), without the need for them to be re-recorded. Alternatively, they may simply be viewed by using the drill-down function. This is just one example of the many mechanisms designed to make the processes more flexible, guarantee consistency of information and avoid redundancies when information is being input.

The complete processing and calculation of the various withholdings and deductions that may apply to the values on the Report are a concern in the PRIMAVERA ERP system. Thus, the mechanisms for integration with Treasury make it possible, for example, to automatically generate pendings in current accounts relating to guarantee withholdings calculated on the invoiced Reports.

Control

In today's market, it is vital for organisations operating in this sector to be able to clearly identify the critical factors for a project's success and keep a tight control over everything that could influence them. Along with efficient budgeting, having control over a project is currently a primary factor in achieving its expected profitability.

Aware that different users have clearly differentiated control needs depending on their responsibilities, the PRIMAVERA Construction solution enables comprehensive monitoring of projects in terms of costs, profits and time, supported in two systems which, although distinct, are fully integrated and complement each other.

Intended to offer control capabilities that are geared more towards managing the project, the control by Class of Activity function allows classes to be added to budget items, which will be considered as specific control references.

The possibility of structuring classes with different levels of scope enables adaptation to a range of control requirements from overall control by type of resource to detailed control by task.

The association of these classes to the various movements and documents allocated to the project ensures efficient real time control over the current status of the project.

The multidimensional analyses offered by this module provide the person responsible for monitoring the project with a view from a variety of perspectives and allow different dimensions of analysis to be combined entirely at will. Complex analysis scenarios such as finding out the variation in costs relating to what had been forecast for a particular activity, for a given period of time and a particular type of resource, can be done very easily through a whole host of analyses, charts and indicators provided by the solution. By using the drill-down function on values, it is possible to detail in the project control summary panel the movements that gave rise to the values shown, thanks to the availability of a statement listing the

movements in question.

Integration with the Accounting area of the PRIMAVERA ERP system, the possibility of automatically creating Cost Centre structures associated with each project and the combination with analytical accounting accounts, support a strict control system geared towards organisations' financial areas. The automatic transposition to Accounting of the budget, created in the Construction area, and the subsequent recording and integration of the movements associated with the project in Accounting, allow analyses to be made of budgeted and real values, and of any deviations. The time factor has also been taken into account at this level, allowing any delays in the performance of the work to be pinpointed so that corrective action can be taken.

Regardless of which module they have been recorded in, the movements associated with the project (and configured for the purpose), naturally sustain control, not only from the perspective of control by class but also in terms of financial control. This means that purchase documents, stock movements, bank

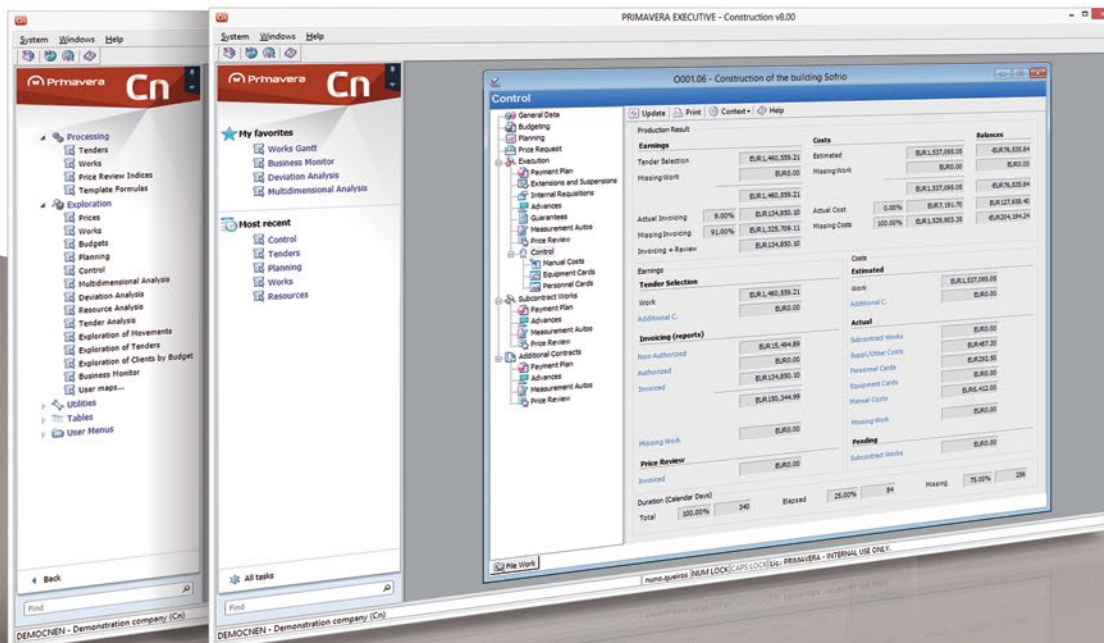
transactions, internal documents, manpower and equipment costs need only be recorded in the system once, thereafter flowing naturally to every area of the organisation. An example of this would be the possibility of recording time sheets, whether for in-house staff or subcontractors' personnel, with absences, overtime etc. being automatically integrated in Human Resources. Simultaneously, the respective associated costs can be integrated in Accounting, i.e. in the cost centres and analytical accounting.

Additional Contracts

Using this facility, new budgets can be associated to the parent project in respect of Extra Work of an unforeseen nature.

This essentially amounts to creating a project within a project and enables the processing of information specifically related to the Additional Contract in respect of Payment Schedules, Advances, Measurement Reports and Price Revisions.

Movements associated with the performance of Additional Contracts affect the Control of the Project, just as though they were movements for the parent project.



The availability of organised information on each project fosters rigour and high levels of control.

Access to the information is facilitated through the "Favourites" and "Most recent" menus.

Mobile Project Management ____

A simple Internet connection is all that is needed for the stored project information to be immediately integrated in the ERP.

Through WebCentral, PRIMAVERA offers a series of components that enable the Construction area of the PRIMAVERA ERP (BackOffice) to be accessed from the worksites of the various projects under way.

The main purpose of these components is to enable the portal to be accessed from the worksite(s) and to record and view information that would previously only be accessible through the BackOffice function on the company's premises.

These new components make the system highly mobile since information can be recorded and viewed on the actual worksite through a simple connection to the portal. Thanks to this tool it is possible to draw up Measurement Reports, add contracts, allocate resources and record their times, record internal requisitions and carry out many other operations directly on the worksite through a simple Internet connection. This affords the considerable benefit of the information being immediately integrated in the different modules of the Construction area. It is also possible to transfer materials between warehouses, return materials to the central warehouse and/or make returns to suppliers from the worksite with an immediate connection to the Logistics module.

These functionalities help reduce errors and failings, because the information is recorded directly at the worksite. Additionally, since redundant tasks are eliminated, costs can be significantly reduced, with a consequent rise in profitability.



Symbiosis between the Project and the Central Management System

Integration with the ERP

Particularly noteworthy among the various features that make PRIMAVERA Construction an unrivalled solution for the construction sector is the close relationship between a project's operating components and the administrative and financial areas of the organisation running it. This solution was designed so that it could be integrated with the central management system in order to guarantee total fluidity of processes between the various operating areas and promote an overall view of the business. Purchases, Sales, Logistics, Contacts and Opportunities, Accounting and Human Resources work on the basis of integrated processes, fostering the optimisation of resources, the elimination of duplicated tasks and greater flexibility for collaboration between the company's various teams.

Customer Relationship Management for Construction Projects

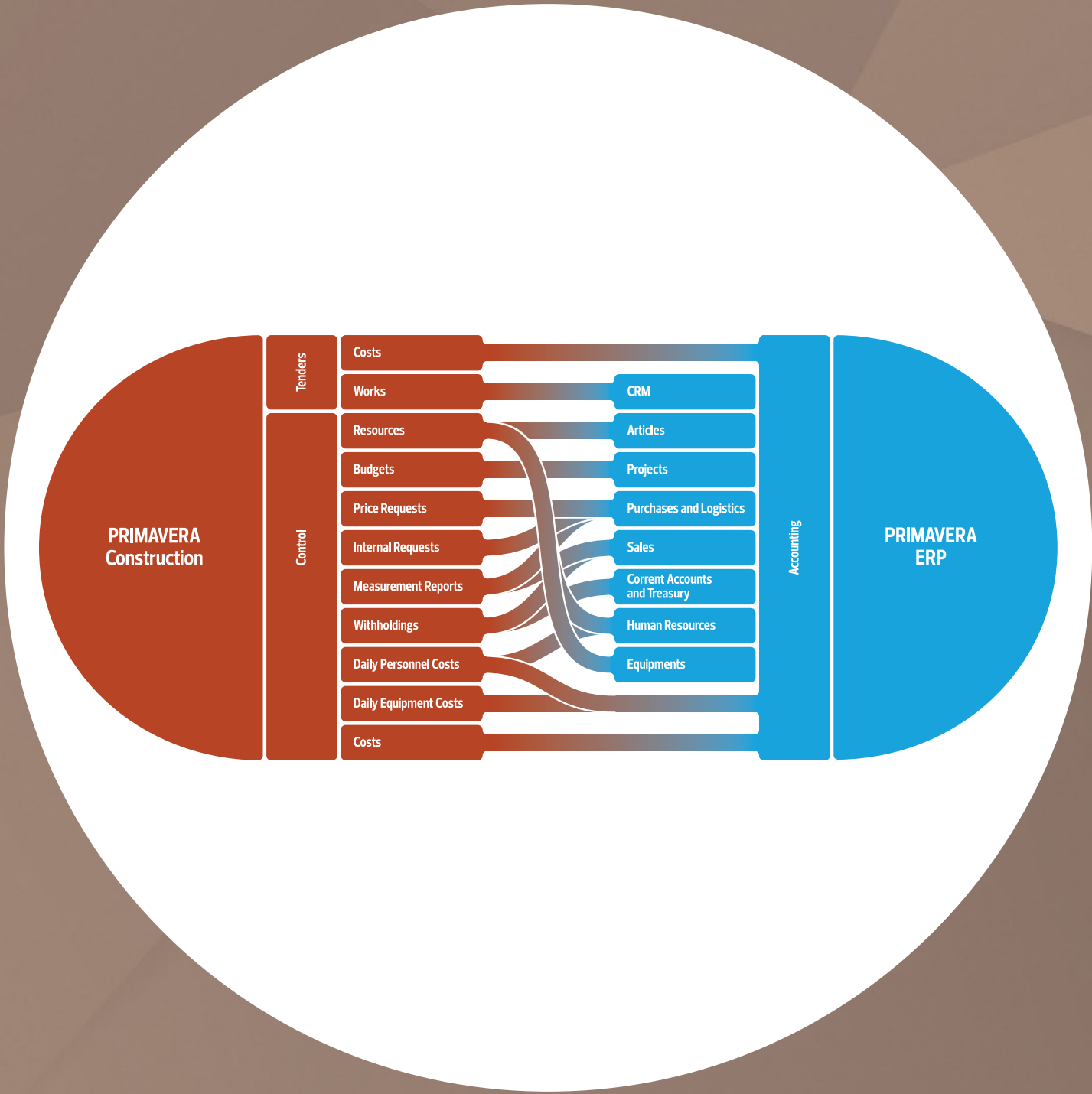
PRIMAVERA Construction was designed so that it could be fully integrated with the various core areas of a management system and function as a fully-comprehensive solution. As such, the connections between it and the ERP already exist before a project is actually created. The CRM system allows the negotiations for the project to be monitored and managed from the very first contact with potential customers all the way through until the contract is actually signed. The CRM is a differentiating tool that allows the negotiation stages to be systematised for each kind of project. It is possible to save the contact details of the people involved in the negotiations, record all the activities undertaken (meetings, phone calls, e-mails, etc.), file documents, monitor competitors, conduct marketing campaigns and manage the sums under negotiation, to name but a very few of the options available. This tool allows sales teams to organise all their sales and marketing work making it a fundamental factor in enhancing the success of their activity. Users can use the CRM to access to information that is essential for defining commercial strategies, such as the estimated value of the business portfolio by project type, by sales executive, by geographical area, etc., making it possible to align strategies with the potential of ongoing projects. The solution also makes it possible to obtain a number of analyses of sales performance in comparison to competitors. Every detail of the negotiating stage is recorded in order that errors are kept to a minimum and nothing is forgotten, since circumstances such as these are always prejudicial to everyone involved.

Resources Integrated with Articles

The resources created on PRIMAVERA Construction can be integrated with articles from the ERP so that they can be used for purchases, stock transfers, calls for prices, etc. When a new article is created in the ERP it can be marked as available in the construction module. This means that resources can be used in budgets that have never been used for company transactions and therefore do not exist in the ERP. When a tender is loaded on to the system, the application will allow articles referring to these resources to be created in the ERP.

Direct Integration into Accounting

In addition to the direct monitoring in the construction module of all the values allocated to the projects, PRIMAVERA Construction also ensures comprehensive financial monitoring from Accounting. The budget can be integrated in Accounting, as can the costs allocated to the project or tender, in addition to the daily charges for workers and equipment. Bookkeeping is also centralised in Accounting despite the different origins: sales documents, purchase documents, internal movements, payroll, depreciation of fixed assets, and others. Taking advantage of the matrix decomposition between analytical accounting and the cost centres, it is possible to monitor budgeted values, amounts spent and deviations by project and by resource, grouping projects and resources. It is also possible to define a highly comprehensive series of other analysis functions depending on the strategy the organisation wishes to implement.



Integration in Purchases

One of the integration facilities with the greatest impact on the dynamics of construction companies is integration with Purchases. This connection ensures flexible flows, improved communication and a substantial reduction in errors.

One of the first instances of this integration occurs during the tender stage, when the budget is being drawn up. At this stage, it is possible for calls for prices to be automatically integrated in the Purchases area of the ERP. These calls for prices allow requests for quotes to be sent out to one or more suppliers, the quotes to be received and the decision taken as to which price and/or supplier should be chosen. Once the process has been completed in the ERP, and working from the construction module, the budget can be updated on the basis of the prices negotiated by the purchasing team. These operations are carried out smoothly and without any redundancies. It should also be stressed that calls for prices can be made while the project is actually underway, allowing the revised budget to be updated.

The integration of internal requisitions is also a highly important feature. While the work is underway, requests for materials and other resources can also be generated directly from PRIMAVERA Construction. Such requests are integrated as internal ERP documents, which means they can be processed in a number of ways, such as sending orders to a supplier, starting supply processes, carrying out transfers from warehouses, generating work schedules for human resources or equipment, etc. All these processes are automatically associated to the project and the adjacent movements are visible in the construction module.

The subcontractors' measurement reports can also be integrated in Purchases so that documents can be generated for the purpose of checking subcontractors' invoices.

Integration with Sales

The integration of PRIMAVERA Construction with the ERP sales module ensures the elimination of errors and duplicated tasks, as well as turning a process that is normally complex and lengthy into an automated one. Based on the measurement reports, documents from the sales flow can be generated (invoices or pre-invoicing typical of a construction company. Among the many features associated with this process, the following should be highlighted: invoices can be issued based on measured values or accumulated values; extra work can be invoiced separately; guarantees and other withholdings are processed automatically and integrated with the sales documents and the current account; any applicable deductions can also be calculated; the level of detail of the invoice can be configured, etc. Sales documents can also be generated relating to project measurement reports, additional contract measurement reports and price revisions.

Other Integration Features

In addition to the integration features mentioned above, it should also be highlighted that the construction module integrates the withholdings associated with the project in the current accounts, which are processed automatically in accordance with the rules established in the system. In the case of daily personnel costs, in addition to being able to integrate these amounts directly in Accounting, it is also possible to integrate absence and overtime records in the Human Resources application. Furthermore, the hourly costs associated with each personnel type can be gathered from the Human Resources application. From the point of view of mobility, many of the logistics operations described above can be carried out from the project portal, specifically in respect of receipt, returns and transfers of materials.

Advantages of the Solution

Centralised project management

This solution stands out for its extensive capacity to aggregate all the information related to each tender and project, and the comprehensive follow-through of the life cycle of every project, enabling all the processes inherent to the specific needs of the sector to be handled.

Powerful support tools for budgeting and cost control

Performance Files enable the resources used and resulting returns to be calculated precisely. This and other budgeting support mechanisms speed up the process making it consistent with the practices defined by each organisation, ensuring bids are submitted in timely fashion and meet stipulated deadlines.

Automated support features for managing tenders and awarding subcontracts

The application manages the entire process associated with this operation, i.e. requests for quotes, receipt of offers, price comparison and acceptance of offers, automatically generating the respective subcontracts or purchase documents in Logistics.

Strict performance monitoring mechanisms

The solution offers mechanisms for monitoring the performance of work from the perspective of the relationship between the project owner, the contractor and the subcontractor, and is adapted to a variety of scenarios, in particular the processing and management of extra work and less work, control of established contractual limits, additional contracts, etc.

Remote access fosters a reduction in errors and increased productivity

The people in charge at the various worksites of ongoing projects can access the project portal via Internet and consult and record information on it in real time. Since the data is recorded in the project immediately, errors and failings can be eliminated and productivity increased, thanks to the elimination of redundant tasks.

Information flows smoothly between the project and the central management system

PRIMAVERA Construction stands out because of the strong relationship that exists between the operating components of the project and the administrative and financial areas of the organisations. Purchases, Sales, Logistics, Contacts and Opportunities, Accounting and Human Resources work on the basis of integrated processes, fostering the optimisation of resources, the elimination of duplicated tasks and greater flexibility for collaboration between the company's various teams.

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