PROJEKT MANAGEMENT APPROACH

Public overview of 3D MAP Ltd.'s Project Management Model and Project Delivery Toolkit



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1. Purpose of this overview

This overview explains in plain language how we manage projects at 3D MAP. It is the publicly available extract of our internal Project Management Model; detailed internal procedures, templates, registers and operational guidance are not part of this public version.

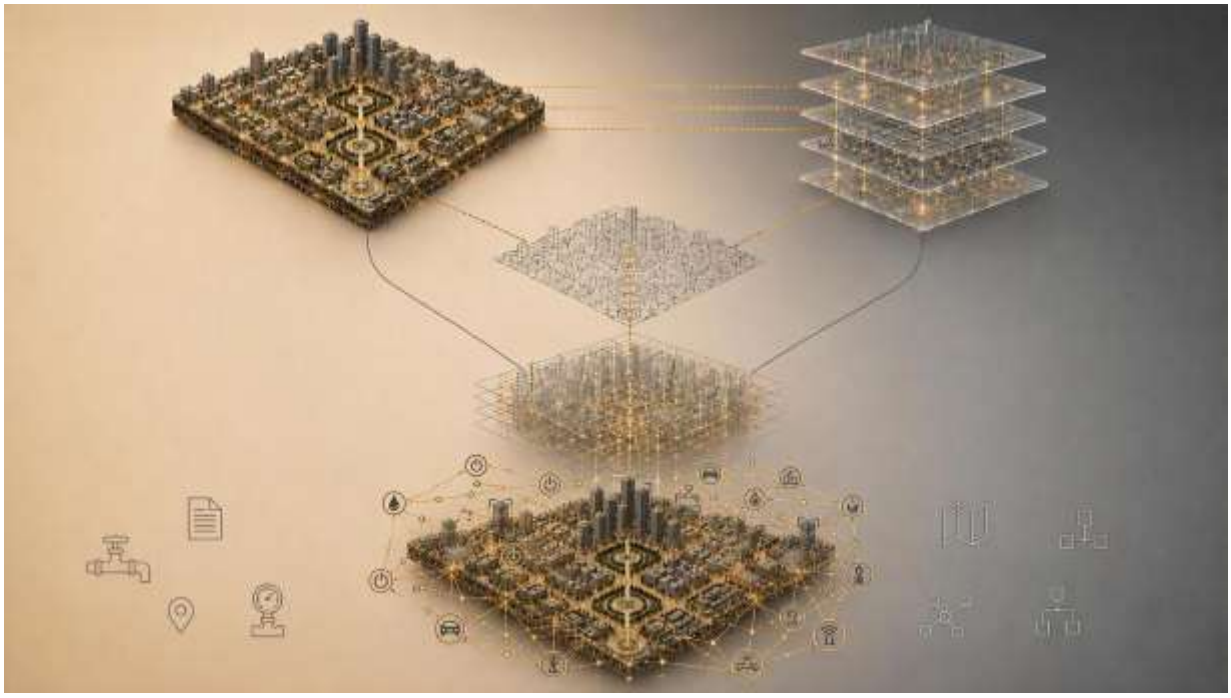
Our project management approach provides a shared, unambiguous and accountable basis for initiating, designing, delivering, governing and closing projects. The Model structures project operations, while the contract, the engagement, technical specifications and applicable legal requirements always take precedence.

> **Our project management approach**
>
> A project is not made successful by the number of documents produced or the amount of effort expended. We consider it successful when the jointly defined target state has been achieved against the approved requirements in a verifiable and demonstrable manner.

2. Our Project Management Principles

The 3D MAP project management approach connects three elements: requirement, evidence and decision. We identify the requirement to be delivered unambiguously, substantiate performance with verifiable evidence, and ensure that decisions are made by duly authorized stakeholders.

Throughout the project, requirements, designs, delivered results and the evidence supporting their acceptance are all built on one another. This ensures that the completed result can be demonstrably linked to the requirements and decisions accepted during the project.



3D MAP Project Management Model Overview

The Model applies to all our projects, but its form and level of detail are tailored to the project's size, complexity, risk and contractual environment. Simplification does not remove the traceability of accountability, requirements, evidence and decisions.

Delivery may use iterative, incremental or other flexible working methods. However, the project's target state, scope, duration, resource constraints and the demonstrability of completion must not become uncertain. We do not use delivery approaches based on continuous or uncontrolled changes to the project's fundamental constraints.

3. Project preconditions

A project is established only when three fundamental conditions are met simultaneously: a clear target state, an approved project framework and an empowered project organization.

PRECONDITION	WHAT IT MEANS IN PRACTICE
Clear target state	A valid project target state exists where it can be determined in advance, verified objectively and demonstrated unambiguously when the project objective has been achieved.
Clear project framework	The time, cost and resource constraints are identified, approved and are available.
Empowered project organization	Roles, responsibilities, decision-making authority and escalation paths are clear.

The target state must be objectively verifiable. Where achievement is subject to measurement, testing, external verification or a tolerance threshold, the method and acceptance criteria are defined before delivery begins.

The project framework must be aligned with the target state. Planned capacity, decision-making authority, expertise, access or environments that are not actually provided are not treated as available resources.

A project participant may be held accountable only for an outcome or decision for which they have the necessary authority, rights, expertise and genuine room to act.

4. The logic of project delivery

The project life cycle is the logical sequence of changes in the project's state. A project does not progress merely because time passes: the conditions for the relevant stage must be met and the required decisions must be made before it can move forward.

1. Project initiation
2. Joint situation analysis and establishment of the Requirements Register
3. Design: Business Solution Design, followed by Logical System Design
4. Implementation and documentation of the as-built state
5. Training and testing
6. Go-live, handover and acceptance, followed by project closure

Life-cycle stages may be combined, run in parallel or broken down further to suit the project. The objective is always to ensure that the project's status, level of completion, dependencies and next decision point are clear to all stakeholders.

> **Condition-based progress**
>
> The schedule is a time-based model of commitments and dependencies. A scheduled date alone does not demonstrate completion: progress is enabled by the result, the evidence and the decision.

4.1. Requirements-driven design and implementation

The professional foundation of the project is the contract, its technical annexes containing technical content, and the Requirements Register duly derived from them and formally approved. The Requirements Register establishes a shared understanding and defines the business and technical scope of the project.

At the start of the project, we identify the requirements contained in the contractual documents and record them in a form that can be referenced. During the design phase, the requirements are clarified, consolidated and completed. Once the Requirements Register has been finalized via Business Solution Design, any new or amended requirement is handled through controlled change management.

The relationship between requirements and deliverables is maintained throughout the life cycle. Every implemented professional or technical element must be traceable to an approved requirement, and fulfillment of every requirement must be demonstrated through implementation, training, testing, handover, or a combination thereof.

> **Purpose of traceability**
>
> We implement nothing without a reason, and consider nothing implemented without a demonstrable link to requirements.

4.2. Three perspectives of design

DOCUMENT	KEY FUNCTION	OUTCOME
Business Solution Design	Demonstrate how do requirements come together as an operable solution	Clear operation, identified contradictions and decision points.
Logical System Design	Demonstrate the technical elements and process of implementation	Components, interfaces, data flows, conditions and dependencies.
Physical System Design	Demonstrate the actual state of the implemented system	A verified and authoritative as-built system description.

The outcome of design is not the document itself, but the clarity required for implementation. The document serves to capture, share and subsequently verify that clarity.

5. Governance, decisions and accountability

In our projects, decision-making authority and accountability are treated together. No one may be held accountable for an outcome they lack sufficient authority to influence; equally, no one may make decisions beyond their assigned role.

Project governance aligns three complementary perspectives: business and operational needs, technological implementation and management accountability. We call this the triumvirate principle. Its purpose is to ensure that decisions are professionally justified, technically feasible and organizationally sustainable.

PERSPECTIVE	PRIMARY QUESTION
Business leadership	Does the solution meet the operational and professional objective?
Technology leadership	Can the solution be implemented securely and sustainably?
Accountable management	Is the decision aligned with project objective and framework, and are its organizational consequences acceptable?

Decisions are made at the lowest level at which the necessary expertise, authority and accountability are present. Escalation is an exceptional decision path, not a substitute for day-to-day operation.

Decisions on acceptance, completion, conformity, deviation, defect or change are based on verifiable evidence. Evidence supports the decisionmaker but does not assume decision-making accountability.

6. Communication, risk and change

We make the information needed for each stakeholder's tasks, decisions and responsibilities directly accessible to them. The purpose of communication is to convey the information and establish a shared understanding; the chosen format supports this purpose but cannot replace it.

Decisions, obstacles, incidents, deviations and commitments that are material to the project are recorded in a traceable manner. This ensures that throughout the project all participants work from the same information, understand the consequences of decisions, and can progress in line with the defined objectives, requirements and agreements. Traceability is a consequence of this approach and supports transparent operation and accountability.

Risk management is a continuous activity throughout the project. Its purpose is to identify and address, in good time, circumstances that could jeopardize the project's objectives, scope, schedule, budget or quality expectations. Identified risks are not disregarded in the hope that they will resolve themselves; the expected impact, the decision required and the available response options are presented promptly to the authorized stakeholder.

Project constraints established in the contract or another binding agreement may be modified only through a controlled management process. Change management ensures that any request, circumstance or decision affecting the project's outcome, scope, schedule, cost or other commitment is assessed based on known impacts. The project team is responsible for identifying, analyzing and preparing the change; only the duly authorized person or body may decide on matters involving contractual or other commitments.

7. Training, testing and go-live

7.1. Training

Training transfers the knowledge required to use, operate or oversee the system. Participants need to understand why and how they perform their tasks, with whom they must cooperate, and what consequences they need to consider. Practical proficiency develops through use.

The training syllabus defines in advance the target group, topics, method, timeframe, supporting materials, capacity and the means of evidencing the outcome. The knowledge delivered is supported by appropriate documentation, and completion of the training is recorded.

7.2. Testing

The purpose of testing is to determine whether the solution meets the approved requirements. These requirements form the basis of evaluation; requests and observations beyond them may be handled through the change management process.

The testing procedure defines in advance the environment, roles, handling of evidence, defect classification, acceptance criteria and retesting rules. For every requirement, we provide an appropriate test or other means of verification.

7.3. Go-live, handover, acceptance

Go-live is already planned during the design phase and maintained throughout the project. The Deployment Plan defines the prerequisites and the framework, the Cutover Plan sets out the detailed sequence of execution and decision points, and the System Commissioning Log records the actual execution and its outcome.

Commissioning is a technical and operational event; contractual handover and acceptance is the contractually defined process for completing, delivering and accepting the deliverable. The two events may occur at the same time or separately.

8. Quality, handover and knowledge transfer

> **Quality we can stand behind**
>
> We deliver results that meet our professional standards and satisfy the approved requirements and quality criteria.

Deadlines, cost pressures or external pressures alone cannot justify the release of a professionally unacceptable result. A deliverable may be declared complete only when its conformity can be demonstrated against the approved requirements and quality criteria.

Known defects, shortcomings or deviations are not concealed. Where a deliverable is accepted despite known defects, the deviation, its consequences and its treatment are documented.

Dividing work among sub-tasks, partners or technology components does not divide the integrity of the outcome. 3D MAP is responsible for ensuring that all delivered elements function as a single, usable and verifiable solution.

At project closure, the final documentation, designs, testing and training materials, decisions, evidence and open items are retained in a structured system. The purpose is to maintain a complete and traceable project record, including the delivered result, the decisions made, the supporting evidence, and the constraints and risks accepted by the parties.

8.1. Data migration

Data migration is not merely the transfer of records from one environment to another. We seek to preserve the meaning, relationships and usability of the data. The relationship between source and target data, the transformation rules and the method of verifying the result are defined according to the project's characteristics.

Data migration does not replace data cleansing, data correction or decisions by the data owner. Where such activity is required, it is treated as a separate task and requirement.

9. Scope and applicability of this overview

This document is a public extract of the 3D MAP Ltd. Project Management Model, provided for information purposes. It does not replace the contract, technical specification, Project Initiation Document or any other approved project document applicable to a specific project.

Detailed internal operating rules, document templates, checklists, registers and the Project Delivery Toolkit are available to authorized users in the Company's internal documentation.

This overview is effective from 1 October 2026. The latest public version is available on the Company's website.