



SMARTTECH

Dream Big

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In 2020, the Management of SMARTTECH is determined to Dream Big. We are committed to achieve extraordinary results for our customers and engineered innovative solutions to some of the most pressing challenges of our time. As always, we aim to remain competitive and to deliver projects more efficiently, faster, and leaner.

We promote and enhance satisfying careers for our team. We refer to our people as SMARTTECH as they are owners. They are competitive and do what it takes effectively and efficiently with a high level of energy to achieve their goals. In our case, that goal is clear; serving our Customers first.



Dream Big

To Dream Big is to **innovate** with our customers, partners and colleagues to drive change for a more sustainable future.

To Dream Big is to recognize those who create the world's modern wonders - wonders that will deliver a **safer, more efficient, and more connected tomorrow.**

To Dream Big is to celebrate human ingenuity, big and small, that pushes the limits to imagine and **collaborate** in unexpected ways.

To Dream Big is to uncover the passion, creativity, and commitment that **inspire** our engineers and builders to deliver projects that bring prosperity to our customers.

SMARTECH's people Dream Big to improve the quality of life for **people** around our world. Together with our customers and partners, we bring creativity, discipline, and passion to deliver the extraordinary.





BUSINESS SECTORS

OIL & GAS

Delivering complex projects to provide solutions for rapid development of global energy & water resources, SMARTECH offers a full range of contracting models for project services from development through engineering and construction to capital projects for operating facilities. Our teams partner with customers and local communities to deliver energy to the world.

Customers have relied on our expertise to deliver global service to Gas treatment and chemical plants, pipelines, offshore facilities, tanks, and terminal facilities. At the same time, communities have relied on our expertise to enhance local knowledge and capacity to sustain long-term economic development.



POWER

SMARTECH provides engineering, procurement, and construction services for power generation, transmission lines, substations, and distribution facilities.

These services extend to independent transmission lines and substations as well as those associated with new power generation facilities.

- Substation and switchyard
- development/design/construction
- Power system studies
- Project management
- Full engineering, procurement, and construction



Onshore/Downstream

SMARTECH is proposing integrated design, procurement, construction, and project management for major oil and gas field developments as well as gas processing plants in the North & West Africa Region. SMARTECH is providing engineering services for both Greenfield & Brownfield onshore oil & gas processing.

- Field development and gathering
- Oil and gas processing facilities
- Oil refining: crude fractionation/distillation, delayed coking, lubes and wax production, sulfur removal, etc.
- Gasification: solids and gas
- Gas to liquids

Pipeline

SMARTECH delivers its service to pipelines builder to transport oil, natural gas, petroleum products, slurry, water, and industrial gases for government and private customers. Our services include planning, engineering, procurement, construction, and project management.

- Pump and compressor stations
- Gas compression, dehydration and injection facilities
- Condensate stabilization
- Crude storage tank systems
- Receiving terminals

WATER

We deliver industrial water treatment services, hydropower. We help our customers ensure that precious water resources are protected and managed sustainably.

Industrial water treatment:

Knowing how water fits into your industrial process means we understand how important this scope is for your facility's operations. Our expertise in design, construction and start-up in upstream oil & gas and power generation facilities enables us to deliver the right water solutions and processes for our customers' businesses.



Tanks

Storage and terminal solutions to meet our customer needs: SMARTECH brings execution experience to the engineering, procurement, fabrication, and construction of storage tanks.

Our experienced team of partners specializes in project management, design, welding, fabrication, and construction—always focused on safety and the quality of delivery.

SMARTECH designs and executes Ambient storage tanks, Spheres and pressure vessels. SMARTECH combines storage-tank and balance-of-plant capabilities to offer complete terminal solutions.

SUPPLIERS

Our suppliers and subcontractors are critical members of our contracting and procurement functions of the different technical disciplines we support in oil & gas and power industries

Our acquisition strategy is to use the best technologies, international competition, and world-class products and services.

We provide an optimized supply chain base for each project and client. We depend on the supplier, for expert knowledge, quality, and integrity to consistently bring to our projects the best solutions. Together we create a robust global organization of talented people who can capitalize on opportunities and continually offer increasing value to our customers worldwide.

We work with qualified suppliers who commit to safely delivering quality goods and services—on time and within budget. We are committed to the highest safety and ethical standards in the industry and we expect the same dedication from our supplier and subcontractor organizations. We seek suppliers and subcontractors who understand their obligations and work with us to meet our customers' expectations.





OUR PILLARS



SUSTAINABLE BUSINESS

Integrity, honesty, respect, inclusion, transparency and fairness.
Our business principles.

As a solution provider, leader in the transition to a more sustainable use of resources, SMARTECH invests in competences, innovation and environmentally sound technologies, building on a strong track record.



The Company's sustainable business strategy aims to meet the needs and the expectations of its stakeholders, tackling the challenges posed by the evolution of global scenarios and improving the standards of living and the socio-economic development of the communities in which SMARTECH operates.

Sustainable business for SMARTECH is based on integrity, honesty, respect, inclusion, transparency and fairness. SMARTECH considers diversity a source of enrichment and added value.

The Company has a strong commitment to protecting and promoting Human and Labour Rights, as demonstrated by its responsibility towards its people as well as by the attention it places on having an ethical and reliable supply chain.



HEALTH & SAFETY

Health, safety and environmental culture.

Enhancing the efficiency of its operations and becoming a key partner for our clients in their energy transition is part of SMARTECH business objectives.



RESPECT AND WELL BEING OF PEOPLE COME FIRST

Everyone embraces the same passion for life, safety and health regardless of position and hierarchy. SMARTECH is a community.

KNOWLEDGE AND COMPETENCES ARE SHARED

Everyone masters their job, cooperating to build a clean, efficient and safe working environment for all. SMARTECH is a safe work place.

TRUST AND COLLABORATION ARE VALUED

Everyone works in harmony, is aware of hazards and communicates clearly and transparently. SMARTECH is a team.

TECHNOLOGY AND INNOVATION ARE KEYS TO SUCCESS

Everyone is proud of working for an extraordinary and safe company. SMARTECH is the future.





INNOVATION

Enabling the industry to meet the global energy demand in a sustainable way is the main driver of our innovation

Technology innovation has always been one of MARTECH's strongest strategic pillars. Nowadays the Energy industry needs to sharply renew its focus in order to cope both with immediate and future challenges.



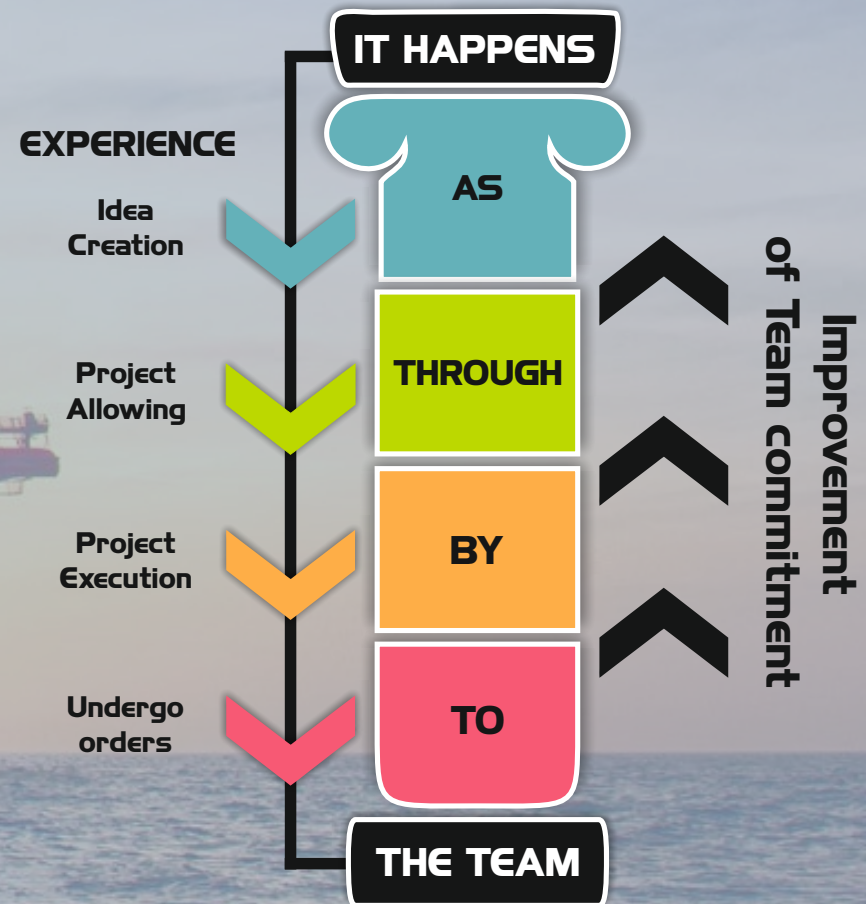
SMARTECH puts itself in this framework to play its role as an innovative Solution Provider, by keeping Innovation as the main pillar of its strategic plan.

Consequently, our Innovation model is a synthesis between the urgency to implement concrete solutions, mostly driven by current commercial projects, and the need to develop novel solutions with its partners reflecting the changing macro-scenarios, especially the energy scenario.

Our Innovation model is encompassing two dimensions: first, 'evolutionary', aiming at efficiency improvement, the second one 'disruptive' to drive SMARTECH through the future.



TEAM WORK



VISION, VALUES & ENGAGEMENT

Be the regional's premier engineering, construction, and project management organization by achieving extraordinary results for our customers, building satisfying careers for our people, and earning a fair return on the value we deliver.

OUR VISION: What we aspire to



OUR VALUES: What we believe



Building on a family and leadership heritage that spans more than a century, we are privately owned by active management and guided by our Vision, Values & Covenants. We value:

Ethics. We are uncompromising in our integrity, honesty, and fairness.

Safety & Health. We are relentless in keeping people safe from harm, and we provide a healthy work environment.

Quality. We are passionate about excellence and doing our work right the first time. Our reputation depends on our delivered value in the eyes of every customer and community.

People. We inspire each other with important work full of purpose, challenging development opportunities, and rewarding careers. We aspire to be the employer of choice in our industry.

Wherever we go and whatever we do, we:

Demonstrate Integrity. Exercise the highest level of professional and ethical behavior.

Are Respectful. Treat people with respect and dignity. Listen actively. Communicate in a timely and forthright manner. Never undermine colleagues.

Collaborate. Ask for and welcome help; offer and give it freely. Mutually resolve ambiguity and conflict.

Build Trust. Make commitments responsibly and always keep our word. Be candid while building shared understanding.

Deliver. Set high aspirations, plan responsibly, and honor all commitments.

Learn It, Do It, Share It. Be curious. Seek, share, and build upon experiences and lessons learned.

Live Our Culture. Embrace, embody, and actively contribute to our Vision, Values & Covenants. Nurture a proud legacy.



ENGAGEMENT: How we do it

Culture. We actively build a diverse, inclusive, and collaborative work environment where all views are welcomed, openness is encouraged, and teamwork and merit are cornerstones. We are proud of what we do and how we do it—and we enjoy doing it!

Relationships. We build positive, long-term relationships with our customers, joint-venture partners, subcontractors, suppliers, and colleagues that are built on trust, respect, and collaboration.

Innovation. We develop and apply world-class technology. We listen, learn, and seek out the best ideas. We attack complacency and continually improve.

Sustainability. We improve the quality of life in communities where we work by respecting local cultures, engaging local people, and protecting the environment.

STRATEGY

Core Strategic Principles

Invest in People

INSPIRE :Develop, challenge, and grow our people , our most important asset.

SHARE : Talent, experience, knowledge, and opportunities across the company.

REWARD : Recognize colleagues' performance by sharing business returns.



Perform as Promised

DELIVER : Promise what we can deliver. Deliver what we promised.

LEVERAGE: Unique experience, global reach, deep capabilities, diverse talent, and shared culture — for the benefit of our customers.

EXECUTE: Discipline and continuous improvement of world-class work processes and procedures.

EARN OUR REPUTATION: Uncompromising ethics, safety, and extraordinary delivery on-time, on-budget.



Build Our Company for the Long Term

BALANCE: Short-term risk and reward with a long-term perspective. Think, plan, and act with the long-term interests of our customers, our industry, and our company in mind.

ACTIVELY MANAGE: Balanced portfolio. Be the best, not the biggest. Improve and build on our differentiators, especially our integrated EPC self-perform model.

INNOVATE & INVEST: Continually improve competitiveness. Increase delivered value to our customers.



In order to achieve our Vision, we will differentiate ourselves by making our project performance the proof point for our reputation. Our performance, combined with the quality of our people and our long-term commitment, is what enables us to win—and deliver for our customers—the best projects on Earth.

Strategic Objectives

**20%
OFF**

cost reduction in project delivery

**30%
OFF**

schedule improvement in monthly starts and finishes



Self-perform EPC broaden, deepen & integrate capabilities



Develop profound insights into our customers' needs



Build culture: where colleagues feel valued, challenged and treated fairly



SERVICES OVERVIEW

Working across the international oil and gas industry, we help our clients unlock the full value of their energy assets.

We aim to work on the biggest oil and gas projects in the world... but also on the smallest. No matter what your needs, we can create a team that can help, from a single expert to a team of hundreds —and on a standalone basis, or in partnership.

WE ARE DIFFERENT

Wherever we work, our people share a common outlook and the core values which make us unique and inspire our success. We are confident that the combination of our expertise and our values means that we offer something special:



Flexible and responsive organisation with global resource and capability

Global track record across a diverse range of assets

Services that span the complete asset life cycle from operations readiness to normal operation through to late life and removal

Integrated, specialist in-house services providing the ability to identify solutions and implement them

Proven systems, tools and processes that ensure effective, efficient and consistent delivery of all our services

Proprietary software allowing for ease of implementation into client systems and faster realisation of the benefits

A committed and process driven approach to getting it right first time including meeting the requisite priorities of safety, environment, and reputation.



EXPERIENCE & EXPERTISE

By combining the best of all we do, we provide solutions that minimize risk, enhance integrity and unlock value. We offer:



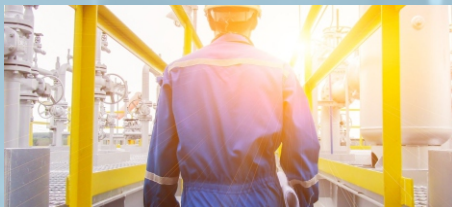
Regulatory understanding: As a leading provider of outsourced asset management services around the world, we have the capability to operate assets in highly regulated environments

Efficiency through cost optimisation: Our expert engineering teams strive to find new ways to remove cost and complexity, turning to new construction techniques or better use of automation, while remaining focused on delivery quality and certainty

Experienced people: We firmly believe we are differentiated by the quality of our people. We have capable and experienced people at all levels and they are supported by internal training and development programmes

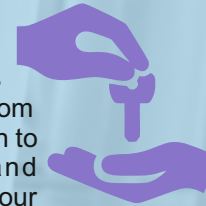
Strong safety record: 'Safe' is one of our core values and on many of our projects we have delivered tens of millions of man-hours without a single safety incident, operating substantially ahead of industry norms

Risk management: We identify risks from the outset, build up a clear understanding of project complexity and maintain risk management rigour throughout each project.



WHAT WE DELIVER

We help to design, build, operate and maintain oil and gas facilities & power plants. Our service capability spans the oil and gas and power generation asset life cycle, from conceptual greenfield developments through to brownfield modifications, late life and decommissioning. And it is underpinned by our ability to develop local capability through the provision of skills training with competency development and assurance frameworks.



Our strength lies in the depth of our operating knowledge and the breadth of our service capability. As a people business we have a problem-solving culture and a clear focus on delivery which is evident in every project and contract we undertake.

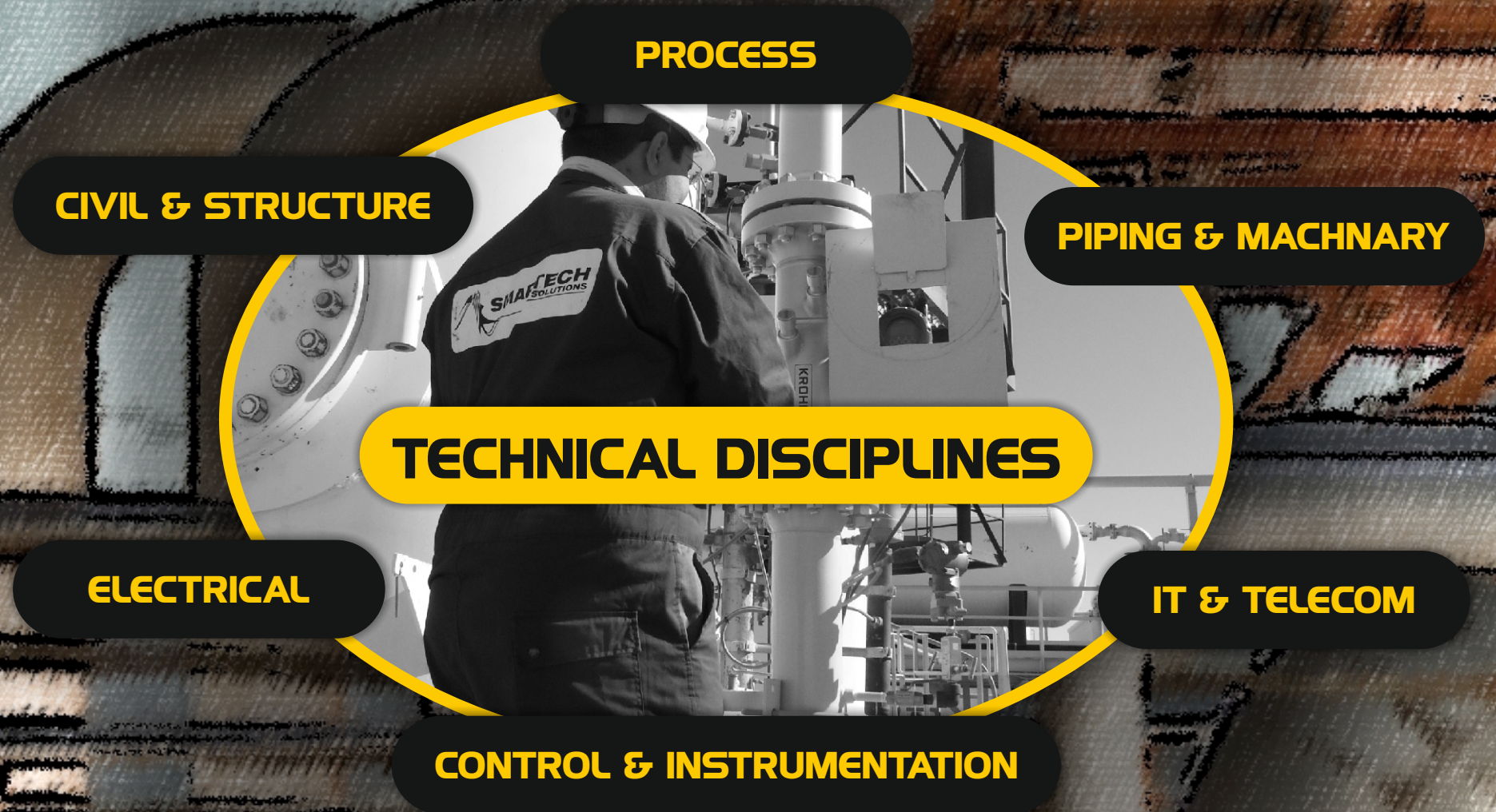
By thinking differently about service delivery we align our approach to meet your operating strategies and project objectives—our approach to delivery is flexible and tailored. Where possible we integrate our services to unlock value across the asset life cycle.

And our approach is underpinned by a range of innovative commercial models which enable us to respond flexibly to your needs.





SERVICES SPAN



ENGINEERING

We provide a vital link between strategic decisions and front-line implementation. We provide life-of-asset engineering capabilities for brownfield and greenfield projects; from consultancy services through concept and FEED into detailed design, procurement and commissioning. This capability extends into late life and decommissioning.



We strive to deliver value-adding engineering solutions so you can unlock increased value from your oil and gas assets.

We are proud to support projects from small brownfield modification projects to large ones, and from major facility upgrades through to greenfield projects.

We leverage our Group and Partners capability in delivering lump-sum turnkey (LSTK) EPC and its operating and maintenance expertise to enhance our early engineering solutions, allowing us to recommend best-fit, constructible and operable solutions that are benchmarked against real time procurement data and schedules. Our extensive procurement benchmark database means that we can identify the most accurate prices currently available.

Our market offerings range from small reimbursable man-hour projects to major brownfield modification projects (including fast track) as well as call-off contracts, engineering services framework agreements and other performance-based strategies.

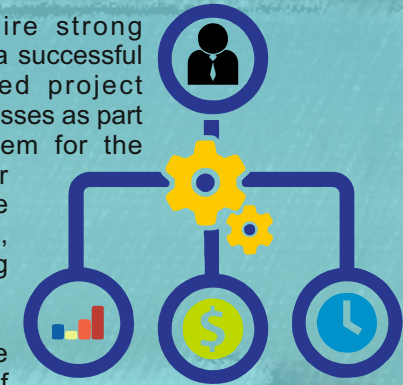
And, depending on your objectives, we can fast track our projects by seamlessly integrating early engineering and execution activities to improve schedule.

We pride ourselves on challenging conventional thinking at the outset, bringing in our operations and construction expertise at the earliest stage to ensure our solutions are safe, technically sound, fit-for-purpose and cost effective.

PROJECT MANAGEMENT

Strong project management capabilities underpin safe and successful projects. Project management services are at the heart of our successful and sustainable project delivery capabilities.

The projects we deliver require strong management and control to reach a successful conclusion. We use recognised project management frameworks and processes as part of our quality management system for the management and control of all our projects, whether these are engineering, procurement, construction or commissioning projects.



Project management teams are usually involved from start to finish of a project, and are critical to its success. Our people have proven delivery capabilities, from concept stage through to execution, delivery and start up. Our project personnel are encouraged to study to become Project Management Professionals (PMP), an industry recognised certification for project managers.

Our services include:

- Engineering, Procurement and Construction Management (EPCm) contractor
- Project analysis: costs, schedule and risk management

Our reputation for project management delivery is built on:

- Consistent project management procedures that enable delivery safely, within schedule and on budget
- Defined project controls integrity processes
- Robust procurement systems and processes
- A strong focus on health, safety, security and environment
- Experienced project management personnel



SERVICES SPAN

PROCUREMENT

Thanks to our expert buyers, expeditors, logistics officers and material controllers within our remote locations and to the experience of our supply chain professionals, we can provide excellent sourcing, expediting and logistics support to our projects. Where necessary, we also have strong relationships with third party agencies who we can engage to enhance our service on a case by case basis.



Local delivery has always been central to the way SMARTECH work, underpinned by robust business practices. We work with local suppliers and develop local capabilities wherever possible, and all goods and services are procured in an ethical and cost-effective manner.

The key success factors to our supply chain operations are:

- An operational structure which permits prompt approvals and decision making
- Building and maintaining excellent relationships throughout the vendor community
- Strong engagement with vendors at the proposal stage
- Forward planning - looking and booking ahead
- Pro-active expediting (desk and field), including extensive use of the support office network, resident inspectors and frequency of management visibility and visits
- Highly experienced team

SMARTECH works with approved vendor lists from our clients.



CONSTRUCTION

We deliver construction projects in challenging and diverse environments.



The oil and gas installations we design and build have to survive extremely challenging and harsh environments, from desert heat to sub-zero temperatures, and so require deep construction expertise, strong project management and a clear focus on safety, integrity and quality.

Our extensive experience (over 15 years), operational excellence and strong capabilities mean that we can deliver complex construction projects, whether these developments are greenfield or brownfield, onshore or offshore, upstream or downstream.

We are commercially flexible, offering a range of different commercial models tailored to meet the needs of our clients. We have extensive lump-sum turnkey expertise (LSTK) in onshore engineering, procurement and construction (EPC) and offshore engineering, procurement, construction and installation (EPCI). We also provide engineering, procurement and construction management (EPCm) services too as part of our extensive portfolio.

As a responsible company, we employ local people, work with local suppliers and where there is a need, develop local capabilities. We measure the total number of jobs created by our projects, as well as the ratio between expatriate and local workers.



COMPLETIONS

We ensure that the projects we design, build and maintain are ready to be operated safely and reliably before being handed over to you.



The primary objective of the completions team is to ensure that the facilities we design, build and maintain are inspected and tested safely, systematically and thoroughly before being handed over to our clients. This is to ensure that these facilities can be operated safely and reliably, while providing full traceability.

So our expert completions teams are involved in each project from the beginning, starting with the proposal stage and working through the engineering and procurement phases as well as early involvement in construction activities.

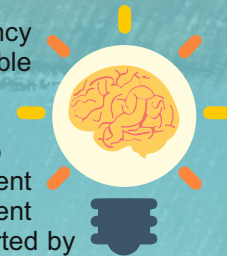
We add value because we are able to:

- Anticipate and address any potential problems in the early stages of the completions phase
- Provide a seamless interface with the various contractors and other parties providing efficiency and focus on delivery
- Offer the full capability to provide support in training for operations and maintenance activities
- Our integrated delivery approach provides a strong basis from which to commission and handover projects to you, having minimised the potential challenges that start-up and early operations can bring.



TRAINING & COMPETENCE

We accelerate and assure competence. We define, deliver and assure workforce competency for organisations across the oil, gas and renewable energy sectors.



Our services span competence consultancy, to practical training courses, digital learning content right through to the full design, build and management of training infrastructure. Our services are supported by industry-leading software solutions that help our clients manage operational competency.



We know that using a mix of learning tools enhances learning outcomes. Connecting digital tools with practical and classroom-based learning is a powerful proposition.

Through SMARTECH TRAINING CENTER Our training services can be accessed standalone or on an integrated basis, depending on each client's competency objectives.





SMARTeCH has long been focused on serving our Customers first. We are often recognized as the market leader in Automated & Instrumented solutions, providing exceptional customer value, service and loyalty.

Our people and culture as an employee-owned company are exceptional, delivering the highest degree of responsiveness, knowledge and commitment in our industry. All SMARTeCH are working every day to earn your business. We provide highest level and broadest portfolio of products, solutions and services. Today our knowledge, capabilities and scale of investment allow us to serve our Customers global solutions.

We hope this document helps you understand more about our company, the strengths and advantages we can bring; and how we might create greater value and reduce risk for you, your company, your project, or your operations. Let us know how we can help.

Sincerely,
The Executive Team

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