



EAST METAL PLUS

Technology driven, client oriented

www.eastmetalplus.com

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Who We are

- EastMetal Plus is a privately owned international Company with operations in Uganda, DRC, Kenya, Tanzania, Ukraine and HongKong.
- EastMetal Plus is a leading diversified and innovative group with its business activity focused on delivering services and products for the Oil and Gas sector. Our professional network experience exceeds 20 years.
- Our mission is to connect the global demand and supply of products and services for the Oil and Gas industry.
EastMetal Plus aims to increase the efficiency of operations, looking for a relevant reduction of total cost by keeping a high level of quality and delivery compliance.



Head office
Akamwesi Mall
75754, Kampala

Key Personnel



- General Manager - 20 years oilfield experience in different managerial and field positions
- Operations Manager - 15 years oilfield experience in different managerial and field positions
- Operations Support Manager with 15 years oilfield experience in management, supervision, training and field roles, specializing in MLWD
- 20 years oilfield experience in variety of finance managerial, director and support roles
- In addition to above personnel, our staff includes more than 40 field engineers and technicians with long term oilfield experience
- Personnel from across Europe and CIS region bringing breadth of experience.



Operational History

- East Metal Plus has over 6 years of high-tempo operational experience in Azerbaijan, Kazakhstan and Turkey providing full Directional Drilling, M/LWD and hole opening services on over 290 wells both offshore and onshore.
- Performance Drilling - Setting ROP records on Offshore fields.
- Challenging multi-well platform drilling with anti-collision mitigation.
- Excellent MTBF > 1500 circulating hours.
- Drilling a range of hole sizes from 17 ½" to 6" hole with fleet of tools.
- Top Level HSE record – Zero LTI.
- Full Mud motor, MWD and Reamer maintenance capability in the 2000 m2 facility in Baku and Ankara.

Directional Drilling Operational History



Country	Client	Offshore wells	Onshore wells	Period	Complexity
Uganda	MASHT	198	52	2016-2021	Wells drilled in Azerbaijan are complex due to several factors. One of them is high collision risk as survey data from wells drilled during the Soviet Union period is inaccurate. For this reason EastMetal DD and MWD crew work very close to monitor any small changes while drilling.
Uganda	Tendo Inter Service	-	33	2016-2018	Kazakhstan цудды are complex due to swelling shale. In addition almost all wells are drilled with WBM. Combination of this two factors make drilling problematic, especially during the slides. However EastMetal DD Supervisors use different methods to overcome these problems and have successfully completed the project.
Tanzania	TPAO	-	12	2020-2021	Wells in Turkey are complex due to hole condition problems. No stabilizers are used while drilling as stabilizers increases pack off chance. On the other hand stabilizers are very important part of directional BHA. EasyMetal DDs use different methods and techniques while drilling with slick BHA.



Borehole Enlargement Operational History

Country	Client	Offshore Rigs	Onshore Rigs	Period
Uganda	MASHT	21	9	2016-2021
Tanzania	TPAO	-	11	2018-2019

Maintenance History



Country	Client	Description
Uganda	SOCAR	Mud motors and underreamers service, inspection, testing.
Uganda	Archer Well	Plugs and packers service, inspection, testing.
Tanzania	TPAO	Underreamers and jars service, including inspection and spare parts provision.
Turkey	TP-OTC	



HSE Guiding Principles

- ↗ **Commitment**
- ↗ **Organization**
- ↗ **Accountability**
- ↗ **Management Systems and Standards**
- ↗ **Risk Management**
- ↗ **Legislative Compliance**
- ↗ **Training**
- ↗ **Environmental Aspects**
- ↗ **Continuous Improvement**
- ↗ **Monitor, Audit and Review**

HSE Guiding Principles



EastMetal Company, its divisions and subsidiaries (the "Company"), will protect the health and safety of all persons affected by our business activities, and protect the environment in all of our operations. Health, safety and environmental excellence is a primary management objective and the responsibility of every EastMetal plus employee. The Company is dedicated to continuous efforts to make its operations compatible with protecting people, property, and the environment . The Company is committed, on a global basis, to achieving health, safety, and environmental excellence in all of our business practices and operations. The Company's policy is implemented through the following ten guiding principles, with the oversight of the Health Safety and Environmental Committee of the Board of Directors, and in conjunction with the Company's Code of Business Conduct.

1. COMMITMENT

Management at all levels of the Company will be actively committed to the achievement of health, safety, and environmental excellence in the conduct of our business. Every manager shall demonstrate commitment to this goal and shall strive to provide adequate resources to achieve this goal and follow these principles. Through communication with our employees, it is our goal to ensure that the Company's commitment to health, safety, and environmental excellence is reflected in day to day operations.

2. ORGANIZATION

We will maintain and enhance a Company wide organizational structure and culture that recognizes and encourages the full and active participation of all employees in the systematic management of health, safety, and environmental issues. We will also enhance a culture that allows for the transfer of information and best practices across all levels of the Company.

3. ACCOUNTABILITY

Achievement of health, safety, and environmental excellence depends heavily on the continuing participation and accountability of management. Responsibility for health and safety and the protection of the environment is a matter of corporate policy and is a matter of law, with potentially severe consequences for failure to comply. Management at all levels is responsible for ensuring that operations are conducted in accordance with this policy and that appropriate health, safety, and environmental programs, procedures and systems of work have been developed and implemented for each facility and operation under their supervision.

4. MANAGEMENT SYSTEMS AND STANDARDS

We will develop, implement and continuously improve effective health, safety, and environmental management systems and develop standards that reflect best industry practices. We will extend our knowledge by conducting or supporting research where practicable on the health, safety, and environmental effects of our products, work practices, processes, services, and waste materials.

5. RISK MANAGEMENT

We will ensure that potential health, safety, and environmental risks associated with all our activities are assessed as early as is practicable in order to minimize and manage adverse effects and to identify opportunities for improvement. The Company will strive to eliminate or manage any foreseeable hazards which may endanger health, safety or the environment.

EastMetal Plus

Service Quality Polices



6. LEGISLATIVE COMPLIANCE

We will operate to standards that will comply with the requirements of appropriate national and international legislation and codes of practice and will strive beyond compliance and recognize these principles as a valued way of life. We will participate with governments and others in creating responsible laws, regulations, and standards to help safeguard the workplace, community, and environment. Where no regulatory controls exist, we shall adopt and impose our own health, safety, and environmental standards in accordance with relevant industry standards of practice.

7. TRAINING

Training is an essential element of HSE excellence. Health, safety, and environmental managers and staff will be qualified by reason of education or experience to discharge their responsibilities and will participate in a program of continuing professional development. In addition, the Company is committed to provide training and development on health, safety, and environmental matters that is appropriate to each employee's job duties and responsibilities. The management of each of the operating groups shall take steps to assure that appropriate training is conducted on a regular basis.

8. ENVIRONMENTAL ASPECTS

We will continuously evaluate the environmental aspects of our products and services. The goal will be to develop and provide products and services that have no undue environmental impact and are safe in their intended use, efficient in their consumption of energy and natural resources and can be recycled, reused or disposed of safely.

9. CONTINUOUS IMPROVEMENT

The Company believes that effective HSE management is good business. As in other areas of our business, the Company is committed to continuous improvement of HSE management practices. We believe that adherence to these ten principles will assist us in achieving our objectives of HSE excellence. Each year we will identify specific goals against which we will measure our progress toward HSE excellence.

10. MONITOR, AUDIT AND REVIEW

Effective management requires on-going assessment and review to determine whether the health, safety and environmental policy is being appropriately implemented. Accordingly, an on-going assessment, self-evaluation and audit program shall be implemented and maintained for operations throughout the Company. The objective of this program is to provide management and the Board of Directors with verification that operations are in compliance with laws, regulations, Company policies and standards and to facilitate the spread of best practices throughout the Company's operations.

HSE Objectives -2023

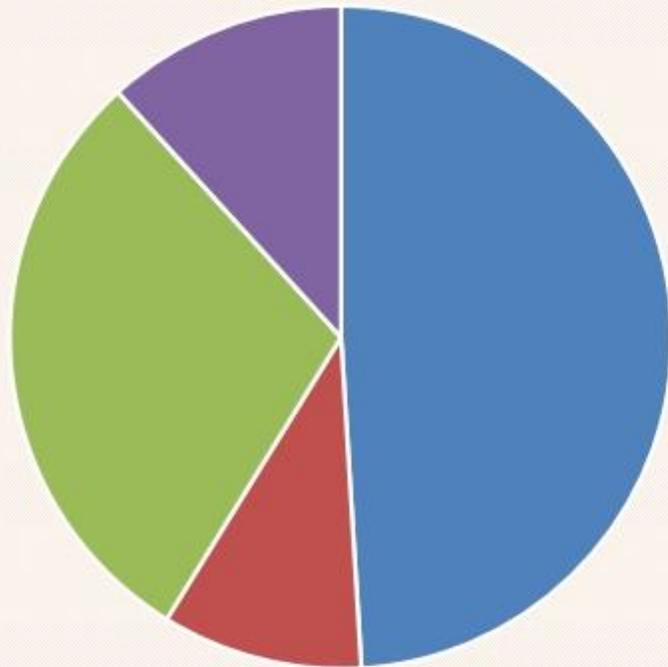


- Achieve Zero work related illness, lost time incidents, first aid cases and road traffic accidents
- Employees to participate in sports activities once every quarter
- Conduct one HSEQ internal audit on each facility once per year
- Achieve 2 pdfs per employee per month
- Conduct quarterly First Aid Meetings on all facilities
- Conduct HSE Inspection of all facilities
- Reduce paper usage by 25% in Baku facility
- Reduce number of cars driven to the office – eliminate car share

HSE Statistics 2016-2021



EMPLOYEE STATISTICS



■ FAC - 5 ■ RWC - 1 ■ MTC - 3 ■ LTIFR - 1.2 ■

FAC – First Aid Case

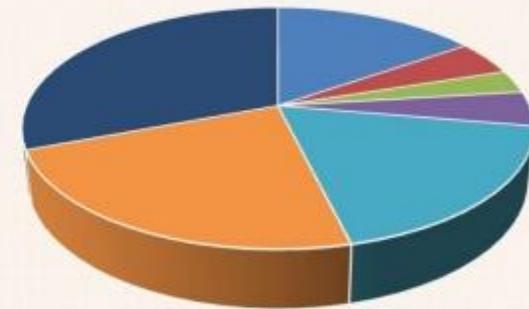
RWC- Restricted Work Case

MTC -Medical Treatment Case

LTIFR - Lost Time Injury Frequency Rate $\left(\frac{[\text{Number of lost time injuries in the reporting period}] \times 1,000,000}{(\text{Total hours worked in the reporting period})} \right)$

TRCF - Total recordable case frequency

HEALTH STATISTICS



- Mental and Behavioural Disorders (Stress)
- Diseases of the Ear (Noise Induced Hearing Loss)
- Diseases of the Musculoskeletal system
- Repetitive Strain Injuries
- Occupational Illnesses
- Reportable Occupational Illnesses Frequency
- of Non injurious incidents

EastMetal Plus Human Capital – Competency Training System

CompetencyIQ – Benefits in Place

EastMetal Plus utilizing third party to continuously follow up on the employee Competency (Boxley Group) based in USA

Updated technical skill sets in our CIQ require supporting training to be identified

Updated training to support competency development requires training delivery

A Learning Management System in place to manage skill set training

EastMetal Plus Career Development Plan based on competency maps & skills

EastMetal Competency IQ provides a technical competency gap score for each job role

Current Career Development Plan based on technical training or management

Selection of training is the first step; followed by training delivery and management

A Learning Management System in place to manage the training content to ensure employees competency

The EastMetal CDP defined by the CompetencyIQ skill sets

Training is the key to closing skill and competency gaps identified



EastMetal Plus – Competency Training System

Example of Skill Gap Results [MWD Employees (Partial Sample)]

Employee ID	Team	Job Role	Skill	Level	Score	Gap	Progress %	Competency	EA	BD	WO	WMMWD	AD
01,XXXXXX	ABU	LMWD ENGINEER 1	HSEQCOREMT	2	2	0	100%	Green	EA ✓	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 1	HSEQNRT	2	1	1	100%	Yellow	EA ✓	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 1	HSEQOCMT	2	2.4	0.4	100%	Green	EA ✓	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 1	EKMWD	2	2	0	100%	Green	EA ✓	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 1	COMWD	2	2	0	100%	Green	EA ✓	2.00	2.00	2.00	-
01,XXXXXX	ABU	LMWD ENGINEER 1	CRM	2	2	0	100%	Green	EA ✓	-	-	-	2.00 2.00
01,XXXXXX	ABU	LMWD ENGINEER 1	EMWD	2	1.87	0.13	95%	Yellow	EA →	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 1	HSEQCOREMT	2	1.48	0.52	100%	Yellow	EA ✓	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 1	HSEQNRT	2	0.48	1.52	50%	Red	EA →	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 1	HSEQOCMT	2	1.4	0.6	40%	Yellow	EA →	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	EKMWD	2	3.34	1.34	100%	Green	EA ✓	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	COMWD	2	3.82	1.82	100%	Green	EA ✓	3.70	3.75	4.00	-
01,XXXXXX	ABU	LMWD ENGINEER 2	CRM	2	3.63	1.63	100%	Green	EA ✓	-	-	-	3.00 3.64
01,XXXXXX	ABU	LMWD ENGINEER 2	EMWD	2	3.56	1.56	95%	Yellow	EA →	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	HSEQCOREMT	2	3.73	1.73	100%	Green	EA ✓	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	HSEQNRT	2	0	2	0%	Red	EA →	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	HSEQOCMT	2	3.2	1.2	80%	Yellow	EA →	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	EKMWD	2	0	2	2%	Red	-	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	COMWD	2	0	2	0%	Red	-	0.00	0.00	0.00	-
01,XXXXXX	ABU	LMWD ENGINEER 2	CRM	2	0	2	0%	Red	-	-	-	-	0.00 0.00
01,XXXXXX	ABU	LMWD ENGINEER 2	EMWD	2	0	2	0%	Red	-	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	HSEQCOREMT	2	0	2	0%	Red	-	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	HSEQNRT	2	0	2	0%	Red	-	-	-	-	-
01,XXXXXX	ABU	LMWD ENGINEER 2	HSEQOCMT	2	0	2	0%	Red	-	-	-	-	-

CompetencyIQ results indicate additional technical training is required to close competency gaps, identified by MWD Engineer self-assessments. Green is competent, Yellow is below competent, Red is undetermined progress towards competency in the defined job role. Gaps need to be closed.



EastMetal Plus – Competency Training System

Example of Skill Gap Results [All Employees (Partial Sample)]

Skill Matrix						ALL	DD	OD	MG	LWD-MWD	AG	W
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 3	HSEONRT	2	0.85	1.15		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 3	HSEQOCMT	2	0.4	1.6		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	EKDD	2	2.28	0.28		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	CODD	2	2.25	0.25		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	CRM	2	0	2		0%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	EDD	2	0	2		0%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	HSEQCOREMT	2	0	2		0%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	HSEONRT	2	0	2		0%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	HSEQOCMT	2	0	2		0%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	EKDD	2	2.16	0.16		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	CODD	2	2.86	0.86		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	CRM	2	2.46	0.46		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	EDD	2	2.56	0.56		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	HSEQCOREMT	2	0	2		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	HSEONRT	2	1.33	0.68		100%			
X	GJR	DD	DIRECTIONAL DRILLING ENGINEER 2	HSEQOCMT	2	0	2		100%			
X	GJR	DD	FIELD SERVICE MANAGER	EKDD	2	1.99	0.01		97%			
X	GJR	DD	FIELD SERVICE MANAGER	CODD	2	0	2		100%			
X	GJR	DD	FIELD SERVICE MANAGER	CRM	2	2	0		100%			
X	GJR	DD	FIELD SERVICE MANAGER	EDD	2	0	2		100%			
X	GJR	DD	FIELD SERVICE MANAGER	HSEQCOREMT	2	1.73	0.27		0%			
X	GJR	DD	FIELD SERVICE MANAGER	HSEONRT	2	0	2		0%			
X	GJR	DD	FIELD SERVICE MANAGER	HSEQOCMT	2	0	2		20%			

CompetencyIQ results indicate additional training is required to close competency gaps, both in HSEQ and Technical training. Green is competent, Yellow is below competent, Red is lack of progress towards Competency. Competency is a combination of skills, knowledge and ability.



EastMetal Plus Competency Training System

EastMetal Plus Full Competency Implementation

Initial deployment of competency self-assessment is complete in 2018

Technical Expert (SME) reviewed and updated of all technical training competency for job role and career development is now required

Start closing the competency gaps identified after system rollout

Used the CompetencyIQ action planning and development modules for job role & career advancement in annual performance cycle

Identify and deploy a Learning Management System for HSEQ & technical job role training

EastMetal Plus has taken the first steps to identification of competency requirements in 2018 – now we are in the process of the follow up and gaps closures

EastMetal Plus DD Services Reporter System



- Accurate allocation of our asset cost to projects through Composite asset treatment (Ability to allocate and track Components/ Power Section to assemble a composite asset on need basis e.g. Motor)
- Cost and time saving through automation of manual processes
- Adherence to policies and governance through workflow and customised reports
- Ease of reporting and comparison for Projects/ Company/ Country on daily/ near real-time basis

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DD Services Reporter System



User Management

- User Management enables maintaining active users in the system linked to roles
- Role defines access to
 - Action Rights (View, Add, Delete, Edit & Approve)
 - Data Dimensions Grid (defining different screens)
 - Company and country

Data Masters

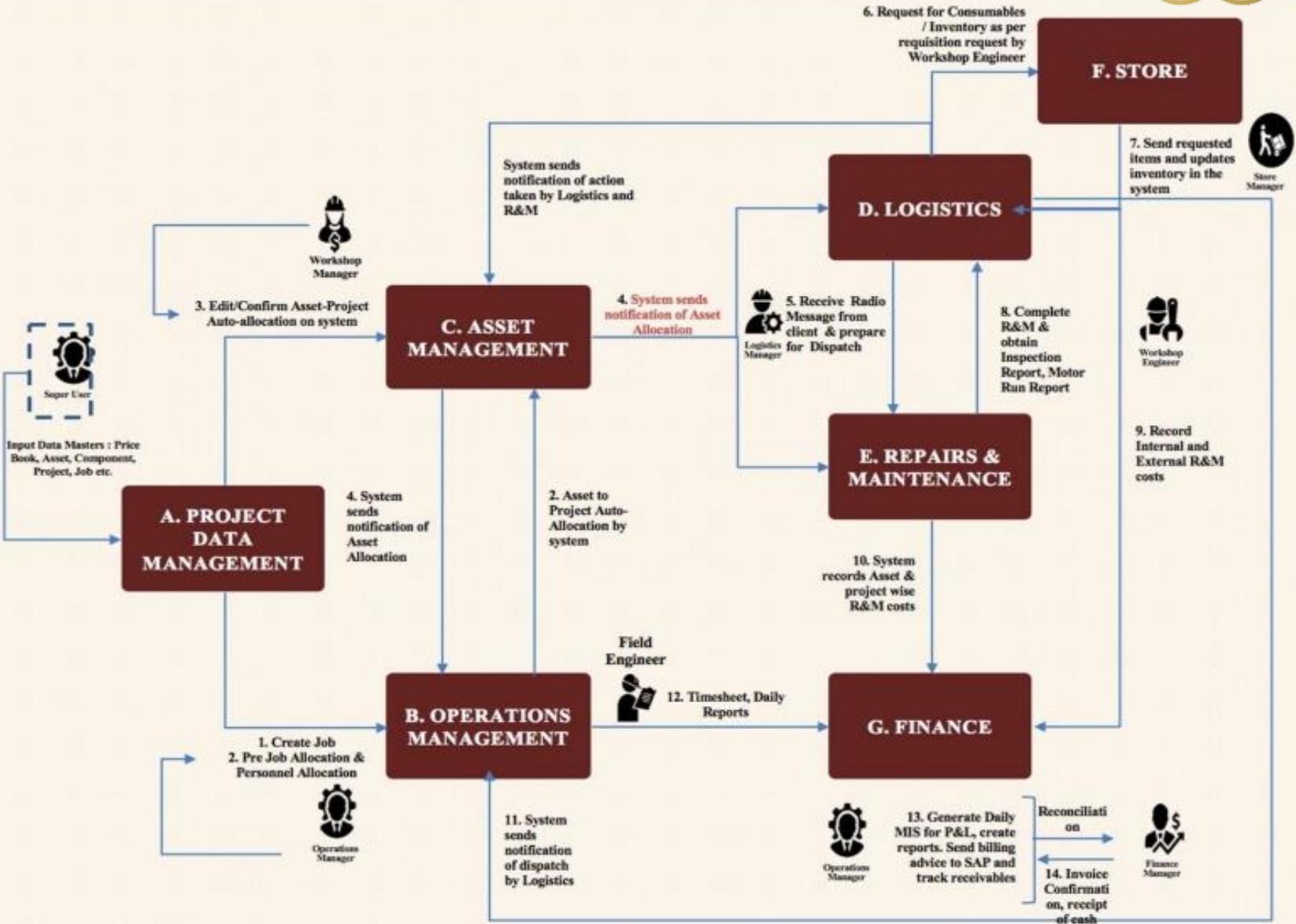
- Data masters define the static reference data that is core to the organisation
- Creation and edit of Master Data is controlled through limited user access

Controls

- Creator & Approver cannot be the same person

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DD Services Reporter System Flow Chart



EastMetal Plus DD Services Reporter System



OPERATIONS

- Creation of Job details and Pre Job Allocation request
- Personnel Management & Allocation
- Manage and view Completed, Ongoing, Upcoming projects.

ASSET

- Asset, Component, Power Section/ MWD Equipment Register : maintenance, allocation, management
- Spare Parts and Consumables Register : inventory management
- Asset passport : Track and report component life, utilization, cost of repair and other attributes dynamically

REPAIRS & MAINTENANCE

- Manage repairs and maintenance as per standard operating procedures
- Maintain component wise R&M cost for projects (internal and external)
- Track Inspection of items prior to despatch to client job

LOGISTICS

- Track Asset, Component movement across locations, including issue to and return from client job, external or internal repair
- Ensure assets are despatched as per Pre Job Allocation to client jobs after R&M/ Inspection
- Manage utilisation/ depreciation cost to be allocated to client job

STORE

- Track issue and receipt of Asset, Component, Consumables

RIG REPORTING

- Enable on-line submission of rig reports including Bit Run Summary, Daily Drilling Report, Daily Field Ticket
- Alerts and Reports for NPT, DBR and other relevant incidents



5 YEARS STRATEGIC PLAN 2019 to 2023

MIS

- Management Accounting reflecting Daily P&L for all units at Actual, Estimate & Forecast
- Revenue & cost details for lowest level of detail e.g, selected rig, well, project(s) etc.
- Maintain standard costs e.g. for repairs of components and manage variance
- reconciliation with SAP Financial Accounts (as required)
- Compute DSO, DSI and DIR and include them in Financial Reporting

HSEQ

- Field Engineers, staff, and all employees can report the SQ and HSE events
- KPI analysis specific to each location
- HSE Training
- HSE Passport
- Employee yearly goals to be measured against the achieved goals

REPORTS

- Access to reports across all modules
- Exception reports to track data completeness

DATA MASTERS

- Manage (add/edit/ delete/ view) static reference data used across the application. Example of Data Masters : Country Master, Asset Master List etc.
- Editing any data will require approval process

USER MANAGEMENT

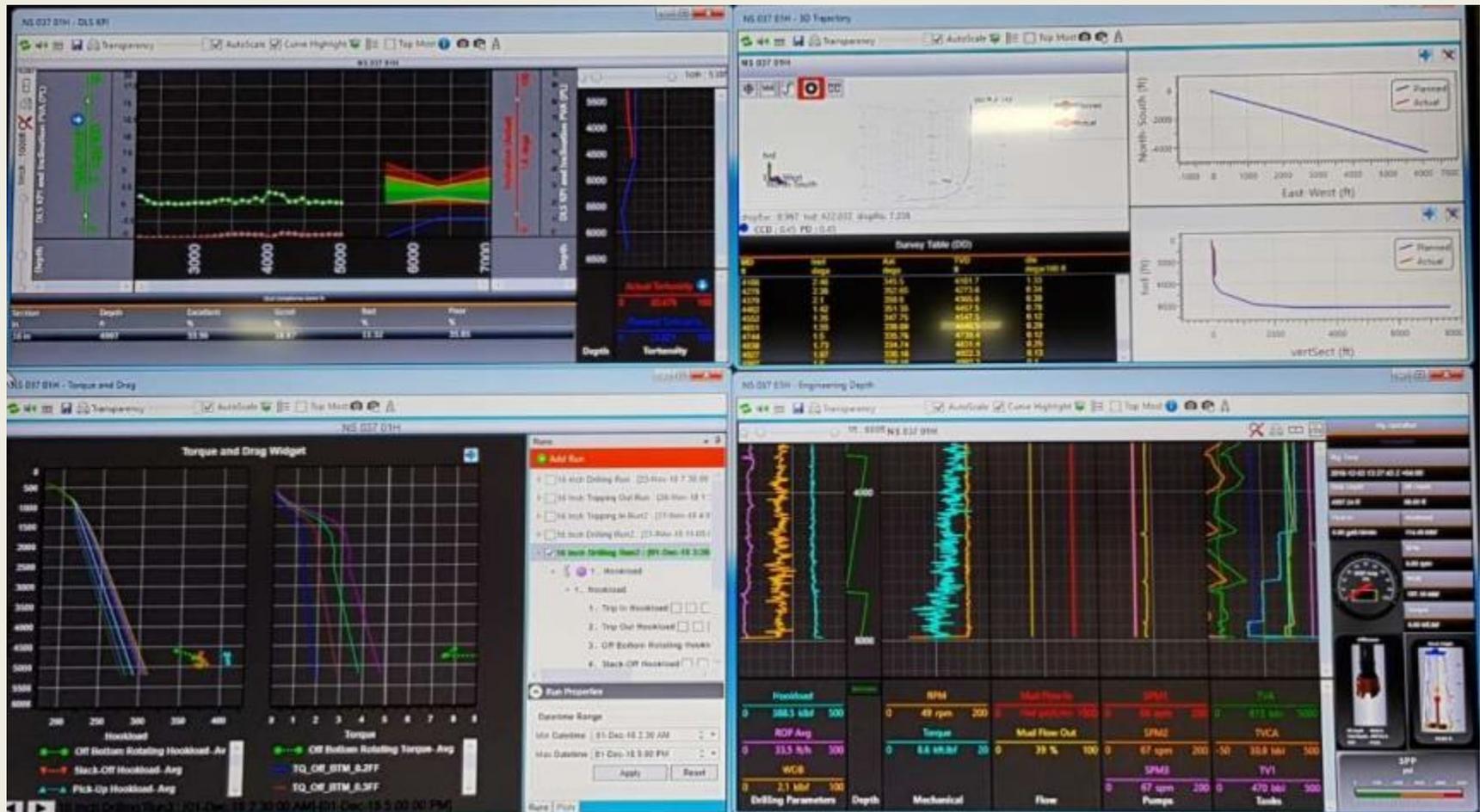
- Manage User Levels and map these levels to DDSR users
- Create access rights and authorizations for all users
- Manage approval workflows

KNOWLEDGE CENTRE

- Documents representing latest updated policies for relevant departments

EastMetal Plus DD Real Time Operation Monitoring

In-house real-time monitoring system to assure safe and smooth drilling using output WITSML



Summary



- The management team have decades of oilfield experience and specialize in operational, project and contract management. All of this experience will be used to ensure excellent service provision and successful collaboration is achieved.
- We have run multi-rig, multi-well projects across the globe. Coordinating a fleet of equipment and large teams of personnel from: Field engineer; well planning; engineering, technical support; repair and maintenance; logistics and HSEQ fields.
- We have set up repair and maintenance facilities in several regions as well as hiring and training local personnel to support these operations.
- Staff field engineers and support personnel can be supplemented by a pool of experienced consultants.
- We are a dynamic and flexible company. The ability to adapt quickly to market requirements and particularly to our clients needs is our key strength.
- We have the experience and track record to deliver successful projects and partnerships, our structure allows us to be responsive to client and project needs
- We are innovative and open to collaborations
- We are always looking at ways to streamline operations and support and want to bring new techniques and technologies to market.



EAST METAL PLUS

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