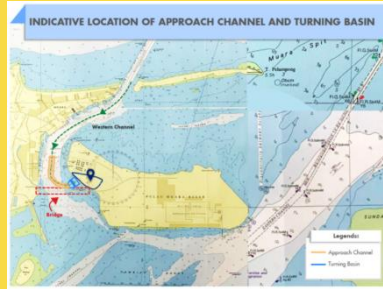


ICV SUCCESS STORIES



BSP CONTRIBUTES TO BRUNEI MARITIME INDUSTRY CLUSTER DEVELOPMENT

BSP has agreed to provide capacity commitments to assist The Government of Brunei Darussalam to establish the development of the Brunei Maritime Industry Cluster Development with the Vessel Maintenance and the Decommissioning Yards. Both yards are expected to commence operations from mid-2023. Phase 1 of this project will involve the tendering, award and construction of the yards. Phase 2 will involve the development of spin-off industries including Waste Management and manufacturing activities

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

300-400 jobs will be created for local
\$40 mln spend in country p.a
Development of Maritime technology
and capabilities

ICV SUCCESS STORIES



INCREASING ASSET OWNERSHIP BY LOCAL MARINE COMPANIES

Since 2015, the number of local companies participating in the Marine tender has increased, contributed by the changes in the Marine contracting strategy to go for longer term contracts and creation of submarket segmentation for local marine companies' participation. Along with this development is the development of the marine crew with the Brunei Marine Academy, which increases the no. of local working in this industry. As a result, Bruneian companies makes 78% of the companies in the marine portfolio and 81% of these are on long term contract of more than 5 years.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

Current employment at 350, with potential to offer 500 jobs for Bruneians
Transfer of knowledge and technology to local companies

ICV SUCCESS STORIES



SUMITOMO OCTG THREADING PLANT PIONEERS LOCAL MANUFACTURING CAPABILITIES

The construction of the 1st high tech manufacturing plant in Brunei was completed in 2015 with the first locally threaded pipe in 2017. With a strong support from the Government of Brunei Darussalam, the International company Sumitomo established a local Oil Country Tubular Goods (OCTG) threading plant to supply OCTG to BSP.

Impact:

- ✓ **150 new jobs created, with 100 indirect jobs created from spin off activities**
- ✓ **Investment of \$120 million in country**
- ✓ **Local spinoffs from logistics, warehousing activities, import and export.**
- ✓ **BSP no longer need to keep stock; reducing liabilities**

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

150 locals employed
BND\$ 120 mln p.a spend in country
Technology Transfer

ICV SUCCESS STORIES



IUSAHAWAN SB KANI GRASS CUTTING CONTRACT PRIORITIZED LOCAL EMPLOYMENT

In 2019, BSP issued 6 iUsahawan tenders which are open to Rakyat Jati start-up companies owned by youth entrepreneurs between 21 to 40 years of age. SB Kani wins one of the tenders to provide the Grass cutting services contract to BSP for 3 years. SB Kani was given support via the Energy Business Academy as preparation for the tendering exercise. When the contract was awarded, SB Kani received further support from BSP via the Credit Facility Programme with established bank and mentorship from experienced BSP staff. SB Kani has employed 73 local staff, mainly from the vulnerable group e.g the Japem recipient.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

73 locals employed
Development on new startup
company
Asset ownership by local company

ICV SUCCESS STORIES



SAND SCREEN MODELLING SERVICES WITH UNIVERSITY TECHNOLOGY BRUNEI (UTB)

In 2020, Universiti Teknologi Brunei (UTB) signed a three-year research contract for the Provision of Numerical Sand Screen Modelling and Facilities with BSP. The contract is to investigate sand control techniques and production from oil and gas wells by developing new laboratory tests and advanced numerical simulation. Previously, the sand screen modelling was done by an International consultancy company based in Houston. With the new contract with UTB, the turnaround time for this service is much reduced as it can be done locally and also reduced cost. UTB is working in partnership with University of New South Wales and Imperial College of London to develop the model, therefore enabling transfer of technology.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

16 locals employed and will develop high tech skills in sand screen modelling
Collaboration with world class research centres and new technology transfer

ICV SUCCESS STORIES



SUTERA ENERGY FORMED JV WITH APPSMITHS INC TO DEVELOP GAS LIFT SOLUTION

Sutera Energy Sdn Bhd (Bruneian start-up) is forming a JV with Shell's global gas-lift diagnostics solutions provider Appsmiths Inc, USA. The JV secured a 5-year contract from BSP to provide WellTracer surveys, IT support for modeling, Bruneian capability building etc

Sutera will be employing around 17 Bruneians as part of LBD. These Bruneians will be trained by Appsmiths and they will support BSP gas-lift operations including desk engineer support, training, advanced gas-lift valve testing, surveillance of the wells etc. This hybrid model will help in building the local Bruneian gas-lift capabilities using Appsmith's expertise and Sutera will supplement/support in developing BSP's gas-lift capabilities on a sustained basis.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

17 locals employed and will develop specialized skills in gas lift solutions for Brunei and global
Collaboration with Shell global gas-lift solutions provider

ICV SUCCESS STORIES



MAJOR PROJECT CONSTRUCTION RESTARTED AT MCY AFTER 6 YEARS

In April 2020, the Salman Project first steel cut was held at the Marine Construction Yard (MCY) in Kuala Belait. The project contract was awarded to Sapura Fabrication Sdn Bhd in August 2019 and will employ a total of 241 local staff will be employ at peak. Two (2) major activities were sub-contracted to two (2) local subcontractors, Massutera Engineering Sdn Bhd (for Fabrication) and Petrokon Utama Sdn Bhd (for Detailed Design Engineering) respectively.

Salman platform will weigh 912MT (topside), 765.60MT (jacket), 250MT (module); and is expected to produce 20 kbbbl/day.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

- 241 locals employed
- \$18.1m spend in country
- Development local sub-contracting companies
- Development of skilled workforce

ICV SUCCESS STORIES



SOLAR TURBINE DEVELOPS LOCAL CAPABILITIES IN TURBOMACHINERY SERVICES

BSP awarded 5 + 5 years contract to Solar Turbine to execute end to end preventive and corrective maintenance of the 27 Solar Units at BSP including Balance of Plant (BOP) equipment. Solar will invest USD 2.9 mln to train Bruneians for multiple years in various global location. The programme will produce 20 highly skilled Bruneians in Turbomachinery services, 4 of them will be trained in Solar Turbine plant in San Diego, US. These services will contribute to production increase (reduction of deferment) 3.5kboe/day.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

20 locals employed and trained in
turbomachinery services
Smart Technology transfer

ICV SUCCESS STORIES



CAMERON

LOCAL

WELLHEAD ASSEMBLY & TESTING FACILITIES CAN SERVE THE REGION

The Cameron's Brunei Surface Facility aims to locally manufacture and support the installation and maintenance of oilfield Wellheads for Brunei and surrounding region. The Facility are fully equipped and capable of performing Assembly & Testing, OEM Recertification, Machining – CNC & Manual, Welding & Post Weld Heat Treating, QC Inspection, Blast and Painting, etc. All Brunei's market is now fully Assemble locally, with potential opportunities to market to the region.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

36 locals employed and trained in manufacturing skills
Spend in country \$21 mln p.a
Spin off activities to local sub-contractors

ICV SUCCESS STORIES



A

COLLABORATION

BETWEEN BSP, ALC AND DART OFFERS SHARERIDE SERVICES

The Share Ride pilot project aimed to provide access to on-demand transport services in an effort to boost public transport accessibility and enhance public mobility within the Belait District. The three-month project is held in collaboration between Dart (Brunei's first ride booking app) and Aziz Latif Company (ALC). The project could boost In-Country Value initiatives through the creation of sustainable business opportunities and additional employment in Belait District and beyond, while providing fresh solution for greater public mobility and accessible public transport for the community in the district. Share Ride can provide another means of public transportation, which in turn will accommodate the needs and boost the socioeconomic status of the community.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

- Potential to create jobs for local in mobility services
- Improve transportation services
- Use of new technology – taxi hailing services apps

ICV SUCCESS STORIES



CERDAAS –

INCOUNTRY END

USER COMPUTING SERVICES IMPROVES BSP CONNECTIVITY

BSP has partnered with DXC Technology, a global independent end-to-end IT services company, for the provision of local end-user computing services to further improve ways of workings. The collaboration will leverage of DXC's wealth of experiences and knowledge to set up a flexible local End-User Computing (EUC) service operation that will improve BSP's connectivity. CerDaaS project will promote improvements to the EUC service for ~ 5000 BSJV users across 90 onshore and offshore locations; from 250 applications.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

Local content creation- up to 50 local jobs by 2021
Technology and competency transfer to local staffs with bigger potential for IT spinoffs to Non-Oil and Gas Industry

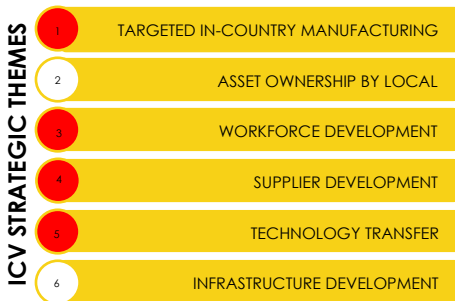
ICV SUCCESS STORIES



FIRST AIR SEPARATION PLANT IN BRUNEI BY BRUNOX

Brunei Oxygen Sdn Bhd (Brunox), a partnership between Air Liquide and QAF Brunei, launched the first Air Separation Plant in Brunei Darussalam.

Established in 1962, Brunox is the Brunei's leading supplier of industrial gases. With the new plant, Brunox can support the Brunei Market now and future demand. The historic launch of the new air separation plant not only places Brunox in a better position to meet the growing needs of customers, but also creates more local employment opportunities, enhances local technical competencies, and contributes to the development of the Brunei economy. Both BSP and BLNG have long term supply agreement for its industrial gases with Brunox.



IN COUNTRY VALUE:

29 local employment
\$8.9mln spend in country
Manufacturing capabilities in country

ICV SUCCESS STORIES



SKILLUP™ –

ONLINE

COMPETENCE MONITORING FOR ENERGY INDUSTRY

SkillUP™, the first digital application to manage locals' competence development in the energy sector, was introduced by the Manpower Industry Steering Council (MISC) Energy. Tagged as allowing one to 'manage your skills on the go', the app provides an integrated approach in managing skills and competencies within the industry.

The app will be used nationwide as part of MISC's initiative as a single repository platform for local workforce, industry stakeholders and agencies to be able to upload, validate and monitor individual competency development and career development under a single, consolidated banner.

The SkillUP™ framework is based on another initiative by MISC Energy, a competency development programme called iSkill™.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
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- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

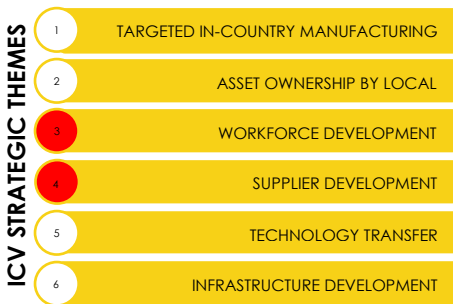
SkillUP Apps developed by local IT startup Company
 Promote digitilisation via online competence monitoring

ICV SUCCESS STORIES



iSkill™ – COMPETENCE DEVELOPMENT PROGRAMME FOR ENERGY INDUSTRY

The new iSkill™ Competence Development Programme is co-developed by the industry and training institutions to meet the demand of the energy industry. The programme and the ecosystem around it provides a comprehensive review of the training and competency standards, the certification and assessment requirements. The ecosystem goes beyond classroom training, we are putting stronger focus on the in-role development in the industry with exposure to the real work environment, whilst looking after the welfare of the participants. In the first cohort, IBTE will be offering the top 5 skills namely; iSkill™ NTEC Level 3 Welding, iSkill™ ISQ Level 2 Scaffolding, iSkill™ ISQ Level 2 Riggers, iSkill™ ISQ Level 2 Blaster Painter, iSkill™ ISQ Level 2 Marker/Pipe Fitter and ISQ Level 2 Welding. The iSkill™ Programmes will be expanded to other skills in 2021.



ICV SUCCESS STORIES



ENERGY BUSINESS ACADEMY – ROAD MAP TO SUPPLIER DEVELOPMENT

EBA programme started in 2014, a classroom-based training targeted at local start-ups and companies venturing into the Oil and Gas industry. Prior to developing this programme, we conducted a review of all the tenders that BSP performed in a 12-month period, and what we found that basic competency in areas like HSE and finance management was quite low. Therefore, the EBA programme was created with the aim to increase the success rate of local startups. To date, EBA has completed 7 Cycles and over 100 local companies have completed the programme with 70 companies getting their first contracts with BSP including the 7 i-Ushawan companies.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

Supplier Development Programme to help startup companies secure their contracts in BSP and Energy Industry

ICV SUCCESS STORIES



ENERGY BUSINESS ACADEMY EBA 2.0 – CREATING THE PATHWAY FOR GROWTH

Brunei Shell Petroleum Sdn Bhd (BSP) introduces the Energy Business Academy (EBA) 2.0; an In-Country Value (ICV) initiative to further develop local SMEs competencies and capabilities. Cycle 1 of this programme starts in October 2020.

The EBA 2.0 is a targeted development programme that focuses on BSP Business requirements and is catered for existing BSP Business Partners with contracts in the Basic or Development LBD quadrant enabling them to compete effectively for the more complex and high value business opportunities in the Core quadrant.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

Supplier Development Programme to help local companies grow their business

ICV SUCCESS STORIES



LIVEWIRE BRUNEI PROJECT AGROBIZ – DEVELOPING PADI AGROPRENEURS

LiveWIRE AgroBiz was established in response to His Majesty the Sultan and Yang di Pertuan of Brunei Darussalam titah to increase the country's selfsufficiency in rice production and at the same time develop young farmers. MoU signed with IBTE in Feb 2019 to develop the field around the IBTE AgroTech Campus and enrolled the students from IBTE into the AgroBiz Programme. 3 cycle of padi planting have been executed, with the highest yield recorded at 9.6MT/ha. The best yield recorded in Brunei for Sembada-188 variety.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

50-60 Agropreneurs in Padi production
by 2024
Skilled young farmers
Sustainable farming using modern
Technology

ICV SUCCESS STORIES



LiveWIRE BRUNEI BUSINESS AWARD START UP FUNDING SCHEME

The LiveWIRE Brunei Business Award Start Up Funding Scheme (BASFS) was established in 2018 to support local SMEs to develop and grow their business. Since its launch, 17 companies secured their BASFS funding ranging from \$50,000 to \$5,000. The BASFS is an interest free funding programme payable over 3 years. BASFS has support a diverse group of companies from F&B, Agriculture, Consultancy, IT, Tourism Services and Publishing.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

Financial access for startup companies
Startup capital for business Asset
Enabler for business growth