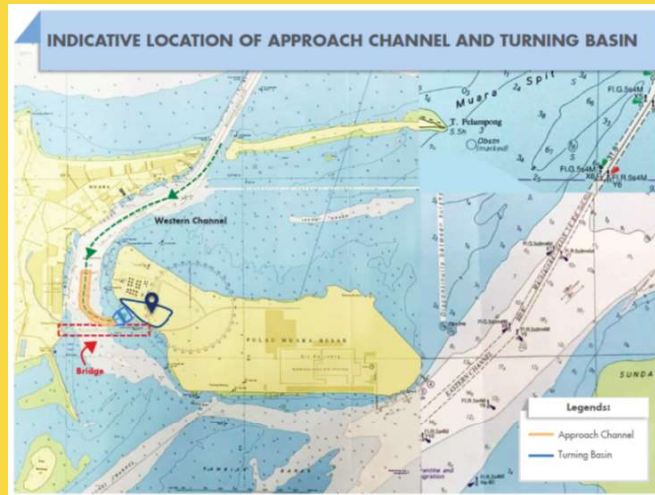


ICV SUCCESS STORIES



BSP CONTRIBUTES TO BRUNEI MARITIME INDUSTRY CLUSTER DEVELOPMENT

BSP to work in collaboration with The Government of Brunei Darussalam to oversee the Brunei Maritime Industry Cluster Development with the Vessel Maintenance and Decommissioning Yards. It is expected to commence operations within the next 5 years.

Phase 1 : Tendering, award and construction of the yards.

Phase 2 : Development of spin-off industries including Waste Management and manufacturing activities



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. This spurs the development of the marine crew with the Brunei Marine Academy, aiding increases in the number of locals working in this industry. To date, 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 WORK FORCE 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 first 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 BND\$120 million in country
- Local spinoffs from logistics, warehousing activities, import and export
- BSP no longer need to keep stock; reducing liabilities



IN COUNTRY VALUE:

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

ICV SUCCESS STORIES



I-USAHAWAN S.B. KANI GRASS CUTTING CONTRACT PRIORITIZED LOCAL EMPLOYMENT

In 2019, BSP issued 6 i-Usahawan tenders which are open to Rakyat Jati start-up companies owned by youth entrepreneurs between 21 to 40 years of age. With the support from Energy Business Academy, in preparation for the tendering exercise, S.B. Kani wins one of the tenders to provide the Grass cutting services contract to BSP for 3 years. On award, S.B. Kani received further support from BSP via the Credit Facility Programme with established bank and mentorship from experienced BSP staff. To date, S.B. Kani has employed 73 local staff.



IN COUNTRY VALUE:

- 73 locals employed
- Development on new start-up 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 these services 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.



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) has formed a Joint Venture (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 and also to support development of Bruneian capabilities.

Sutera will be employing around 17 Bruneians as part of LBD. These Bruneians will be trained by Appsmiths to support BSP gas-lift operations including desk engineer support, training, advanced gas-lift valve testing and the surveillance of the wells. This hybrid model is aimed to enhance and ensure sustainability of knowledge transfer for the development of local Bruneian gas-lift capabilities and expertise.



IN COUNTRY VALUE:

- 17 locals employed and will develop specialised 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 at peak.

Two (2) major activities were sub-contracted to two (2) local subcontractors including fabrication activities to Massutera Engineering Sdn Bhd and detailed design engineering to Petrokon Utama Sdn Bhd respectively.

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



IN COUNTRY VALUE:

- 241 locals employed
- BND\$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 a 5+5 year 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 Turbine 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, USA. 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 WORK FORCED 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, Blasting and Painting, etc. All Brunei's market are now fully assemble locally, with potential opportunities to market to the region.



IN COUNTRY VALUE:

- 36 locals employed and trained in manufacturing skills
- Spend in country \$21 million 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 is aimed to 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 is to provide other 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 WORK FORCE DEVELOPMENT
 - 4 SUPPLIER DEVELOPMENT
 - 5 TECHNOLOGY TRANSFER
 - 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

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

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 is to leverage on DXC's wealth of experiences and knowledge to set up a flexible local End-User Computing (EUC) service operations 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.



IN COUNTRY VALUE:

- Local content creation- up to 52 local jobs
- 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 is able to meet 60% of the local market demand with potential for regional export. 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 locals employment
- \$8.9mIn 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 Industry, was introduced by the Manpower Industry Steering Council (MISC) Energy. Tagged as allowing one to 'manage your skills on the go', the application provides an integrated approach in managing skills and competencies within the Industry.

The application 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™.



IN COUNTRY VALUE:

- SkillUP App developed by local IT start-up Company
- Promote digitalisation via online competence monitoring

ICV SUCCESS STORIES



iSkill™ - COMPETENCE DEVELOPMENT PROGRAMME FOR ENERGY INDUSTRY

The new i-Skill™ Competence Development Programme launched in 2020 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, 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 shall be expanded further based on market requirements.

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:

- The iSkill™ Programme will enhance workforce development
- Registered Training Organisations (RTOs) will be developed
- Job creation for trainers and assessors

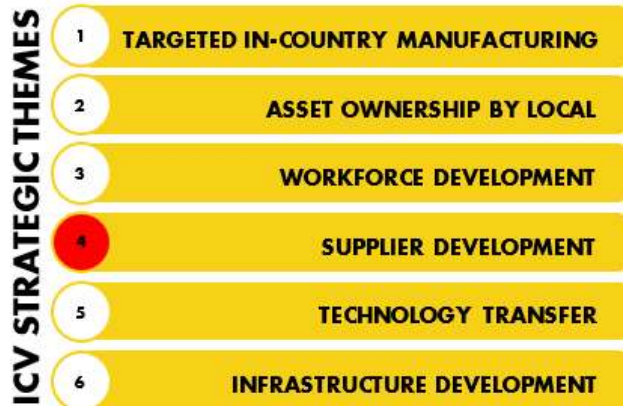
ICV SUCCESS STORIES



ENERGY BUSINESS ACADEMY – ROAD MAP TO SUPPLIER DEVELOPMENT

Energy Business Academy (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, a review of all BSP tenders issued out in a 12-month period, indicated that basic competency in areas such as HSE and Finance Management were low.

As an improvement initiative, the EBA programme was created with the aim to increase the success rate of local start-ups. 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-Usahawan companies and with plans to be relaunched as a blended online learning in Q3 2022.



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. The EBA 2.0 programme was launched in September 2020 which was followed by the start of the Cycle 1 with six (6) local companies selected to join. In May 2022, ICV launched the EBA2.0 Cycle 2 and online tools in an online event where ten (10) local companies have been shortlisted to participate.

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 SUCCESS STORIES



LIVEWIRE BRUNEI PROJECT AGROBIZ – DEVELOPING PADI AGROPRENEURS

LiveWIRE AgroBiz was established in response to His Majesty Sultan's titah to increase the country's self-sufficiency in rice production and at the same time develop young farmers. An Memorandum of Understanding (MoU) was signed with Institute of Brunei Technical Education (IBTE) in Feb 2019 to develop the field around the IBTE AgroTech Campus and enrolled the students from IBTE into the AgroBiz Programme. . To date, from February 2020 to February 2022, 5 cycles of padi planting has been executed, with its highest yield recorded in Brunei at 9.6 MT/ha Sembada-188 variety. The rice produced by AgroBiz are pesticide free with ongoing efforts to make the farm 100% organic.



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 supported a diverse group of companies from F&B, Agriculture, Consultancy, IT, Tourism Services and Publishing.



ICV SUCCESS STORIES



CREATING NEW CAPABILITIES IN IT AND DIGITALISATION TECHNOLOGIES

To date, BSP has hosted two market engagement sessions with local IT companies, including start-ups to provide awareness of the upcoming IT and Digitalisation projects in BSJV. The companies have been given the opportunity to be in framework agreements to execute these projects. This initiative also aims to build collaboration with local IT companies and promote the development of local techpreneurs. As of date, 6 local IT companies have signed IT framework agreement with BSP.

The market engagement session also gave opportunities for the new and start-up companies to develop network with BSP ecosystem partners such as Shell LiveWIRE Brunei, Darussalam Enterprise, Brunei Innovation Lab (BIL) and Jana Kapital.



IN COUNTRY VALUE:

- Potential to create around 100 jobs
- Develop new IT and Digitalisation capabilities

ICV SUCCESS STORIES



LOCALLY MADE COVERALL FOR OIL & GAS WORKERS

There is a high demand for coveralls in the Oil & Gas industry. BSP alone requires around 6,000 coveralls a year. Though these coveralls are supplied by local companies, most are imported from the region.

BSP has recently awarded a new contract to a local company, Petrofes for the provision of Personnel Protective Equipment (PPE). This includes to locally produce and supply of fire retardant coveralls, tudong and balaclava.

There is interest among the BSP business partners to buy locally made coveralls as long as they comply with BSP specification and competitively priced. There is potential demand for around 20,000 coveralls for the Oil & Gas workers. This will further create more job opportunities for the local Bruneian.



IN COUNTRY VALUE:

- 17 locals employed
- Development on new start up company
- Asset ownership by local company

ICV SUCCESS STORIES



CHEMICAL BLENDING FACILITY

Champion X installed a chemical blending plant facility at Rimba that was commissioned in March 2021. The blending plant has a processing capacity of approximately 25,000 litres per day of chemical. Specialty chemical products that are being produced include biocide (IK84) and corrosion inhibitor (CP1900).

- ICV STRATEGIC THEMES**
- 1 TARGETED IN-COUNTRY MANUFACTURING
 - 2 ASSET OWNERSHIP BY LOCAL
 - 3 WORK FORCE DEVELOPMENT
 - 4 SUPPLIER DEVELOPMENT
 - 5 TECHNOLOGY TRANSFER
 - 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

- 60 locals employed
- Capability development
- In-Country Manufacturing