



POWERING AFRICA'S FUTURE: INNOVATIVE ASSET INTEGRITY AND INDUSTRIAL SOLUTIONS

OUR VISION

TO BE THE **LEADING PROVIDER** OF ASSET INTEGRITY MANAGEMENT AND INDUSTRIAL SOLUTIONS IN AFRICA, **DELIVERING EXCELLENCE** THROUGH INNOVATION AND SUSTAINABILITY FOR OUR CLIENTS.

OUR MISSION

Our mission at Dickinson Group of Companies Africa is to provide high-quality asset integrity management and industrial solutions to clients across the continent.

We operate with the highest standards of safety, quality, and integrity, building long-term partnerships based on trust, collaboration, and exceptional service.

We are committed to making a positive impact on African communities through sustainability and local content development, and strive to support economic development throughout the continent.



OUR PURPOSE

To provide our clients in Africa with **high-quality, innovative, and cost-effective asset integrity management and industrial solutions** that enhance efficiency, safety, and profitability, while also promoting local content development and social responsibility.

COMPANY RATIONALE & ETHOS

Dickinson Group of Companies, established in 1910, has been a trusted provider of specialist furnace and industrial services to heavy industries for over 90 years. With expertise in the mining, metals smelting, mineral processing, power generation, and petrochemical refining sectors, the company has been involved in numerous furnace projects and shutdowns globally and throughout sub-Saharan Africa.

As a leading service provider to large, diversified minerals and metals companies, DGC operates in close collaboration with its customers, offering a wide range of high-quality, niche products and services, backed by superior technical expertise, delivery performance, and customer service. The company's solutions integrate customized offerings with market-leading technologies sourced from around the world.



110 YEARS IN BUSINESS

2020 is a milestone for the Dickinson Group of Companies, as the company celebrated its 110th anniversary having been founded in 1910.

1910	Founding of J.H. Dickinson Construction (Pty) Ltd
1928	Establishment of John R. Dickinson Refractory Brickwork Specialists (Pty) Ltd
1966	Name changed to J.R. Dickinson & Sons (Pty) Ltd – The Refractory Specialists
1984	Establishment of Refractory Anchor Division
1986	Establishment of Precast Refractory Shapes Division
1995	Establishment of Furnace Demolition Division
2010	100th Anniversary of the founding of the Dickinson Group of Companies
2014	Establishment of Dickinson Copperbelt Services Ltd – DGC AFRICA sub-Saharan Africa operations
2020	Restructuring of Dickinson Holdings (Trading) (Pty) Ltd & Subsidiaries into Dickinson Furnace Services (Pty) Ltd, Dickinson Industries (Pty) Ltd, Dickinson Plant (Pty) Ltd and Dickinson Group Properties (Pty) Ltd.
2021	Establishment of Dickinson Technologies (Pty) Ltd - Asset & Risk Management Digitisation Solutions
2022	DGC Holdings International Ltd
2022	DGC Africa (DRC) S.A.S.
2023	DGC Africa International Ltd

DGC TODAY

Since 1910, Dickinson Group of Companies has been a trusted family-owned business delivering superior asset integrity management and industrial solutions across various industries. With over a century of experience, we have become a leading provider of innovative services and products for the mining, metallurgy, glass, mineral processing, and manufacturing sectors. Our commitment to quality and safety has earned us a solid reputation, and we continue to evolve and grow to meet the changing needs of our clients.

DGC AFRICA'S STRATEGIC DIRECTION

DGC HAS A CLEAR AIM TO BUILD A SUSTAINABLE AND DIVERSE INDUSTRIAL GROUP THAT PROVIDES HIGH-QUALITY SERVICES TO INDUSTRIES WORLDWIDE.



The company's primary focus is on the key markets of South Africa, sub-Saharan Africa, and Latin America, where it aims to provide innovative solutions and market-leading technologies for the industrial sector.

DGC's vision is to become the global leader in asset integrity management and industrial solutions by delivering exceptional services, expanding its international presence, and continuing to lead in selected geographic regions. The company is committed to being customer-centric by enhancing its products, services, and solutions portfolio, developing its geographic presence and performance, and maintaining an operational excellence approach. At the core of DGC's operations is a customer-centric approach that continually improves and develops its products and services while expanding its geographic footprint to meet its clients' unique requirements.



DGC STRATEGIC ORIENTATION



DGC'S STRATEGIC ORIENTATION IS ROOTED IN OUR ABILITY TO GENERATE DIVERSIFIED AND RECURRING REVENUES, WHICH FORM THE FOUNDATION FOR OUR CONTINUED GROWTH AND DEVELOPMENT. OUR PRIORITY IS TO SATISFY OUR CUSTOMERS AND SHAREHOLDERS, WHILE ALSO PROVIDING REASSURANCE TO OUR EMPLOYEES.

We have achieved this through a combination of factors. Firstly, we have established a strong international presence, particularly in sub-Saharan Africa. Additionally, we maintain a balanced sales mix across different business sectors.

In terms of services, we have made a deliberate choice to position ourselves to derive a significant portion of our turnover from recurrent multidisciplinary asset integrity management contracts over the next five years. This provides the resilience necessary to maintain the stability of our activities in the medium and long term.

Moreover, we are consolidating our leading position in the industry by leveraging synergies between our subsidiaries. Our furnace and industrial services, asset integrity management, and industrial products and solutions work together to create cost savings and organic growth opportunities. By jointly providing maximum value to our customers, we continue to drive growth and create sustainable value for all stakeholders.

Trevor Dickinson
CHAIRMAN

DGC AFRICA STRATEGIC FOCUS

DGC AFRICA has over 50 years of experience in Africa, dating back to the 1960s when the company was involved in a major project for GECAMINES Sarl. in the Democratic Republic of Congo. Today, DGC AFRICA's strategic focus is on providing the Group's range of innovative asset integrity management and industrial solutions to various industries throughout Africa, including mining & minerals, metals smelting, sulphuric acid plants, mineral processing, oil & gas, chemical & petrochemical, and power generation.

Leveraging its dominant presence in Southern Africa, including Zambia and the Democratic Republic of Congo, DGC AFRICA is expanding its services to other Anglophone (English), Francophone (French), and Portuguese-speaking countries throughout sub-Saharan Africa.

DGC AFRICA'S WIDE RANGE OF INNOVATIVE ASSET INTEGRITY MANAGEMENT & INDUSTRIAL SOLUTIONS INCLUDE:

	FURNACE SERVICES	<ul style="list-style-type: none"> • Furnace Rebuild Projects • Furnace Demolitions • Refractory Installations • Precast Refractory Shapes • Furnace Hotwork Services • Furnace Inspection services
	INDUSTRIAL SERVICES	<ul style="list-style-type: none"> • Industrial Vacuumation • Catalyst Handling • Abrasion, Chemical & Mechanical Resistant Cold-Welding Polymers • Online Leak Sealing • Storage Tank Repairs
	MECHANICAL ENGINEERING SERVICE	<ul style="list-style-type: none"> • Engineering, Design & Construction • Structural, Mechanical, Piping & Platework • Crane Rental, Heavy Lifting & Transport • Furnace Mechanical Projects • Rotary Kiln & Vessel Services • Conveyor Maintenance Services
	INDUSTRIAL LININGS	<ul style="list-style-type: none"> • Corrosion Protection • Industrial Acid Proofing • Fibreglass Reinforced Plastic (FRP) Systems • Rust Inhibitors & Rehabilitation • Thermoplastic Polymer Coating
	WEAR PROTECTION SOLUTIONS	<ul style="list-style-type: none"> • Engineering • Installation • Wear Protection Materials • Wear Protected Piping System
	RISK MANAGEMENT DIGITIZATION SOLUTIONS	<ul style="list-style-type: none"> • Prevention Maintenance Optimisation • Reliability Centered Maintenance • NDT & Infrared Thermography • Vibration Analysis • Ultrasound

Over the next few years, DGC AFRICA aims to continue implementing its customer-centric approach by strengthening bonds with customers and developing high-added value solutions in collaboration with them to anticipate future needs.

The company's goal is to power Africa's future by providing innovative asset integrity management and industrial solutions to its customers.

This is perfectly illustrated by its rebranding operation, which involves full integration of all its subsidiaries, and its new slogan **"Powering Africa's Future: Innovative Asset Integrity and Industrial Solutions"**.



OUR COMMITMENT TO SAFETY

At our company, the well-being and safety of our employees is a top priority and a fundamental aspect of our business. It guides all of our decisions and actions across all of our operations.

We adhere to international best practices to ensure **ZERO HARM** to all employees and attain the highest feasible standards in safety, health, environmental protection, and quality control. Every day, we work alongside our employees, customers, and contractors in all of our facilities, operational worksites, and offices to maintain the utmost safety standards.

HUMAN CAPITAL

DGC IS COMMITTED TO PROVIDING ITS EMPLOYEES WITH MEANINGFUL CAREERS AND AN ENGAGING WORK ENVIRONMENT. **OUR GOAL IS TO ATTRACT, DEVELOP, AND RETAIN TOP TALENT BY PROMOTING A VALUES-DRIVEN, HIGH-PERFORMANCE CULTURE THAT ENCOURAGES DIVERSITY, TRANSFORMATION, AND SOUND EMPLOYEE RELATIONS.**

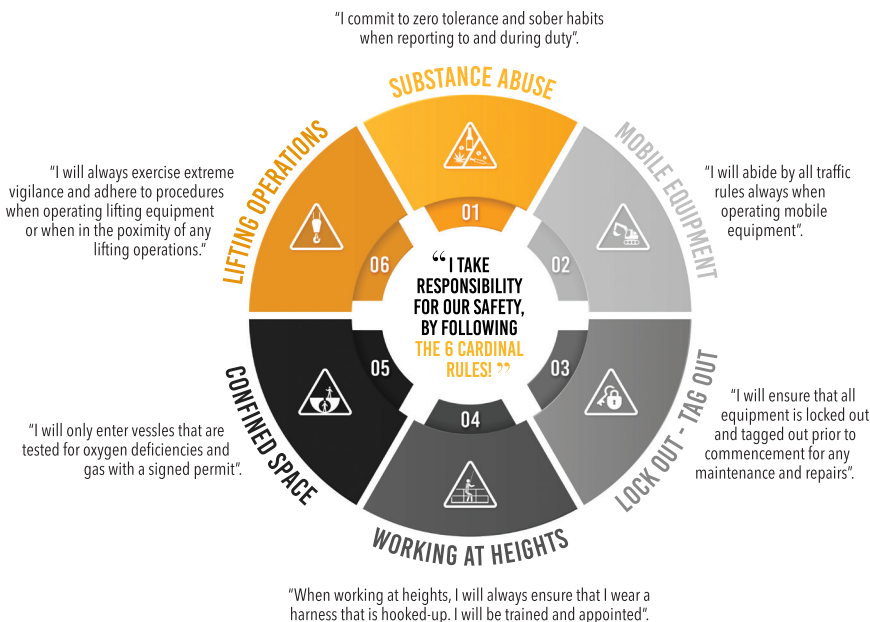


This is supported by our highly skilled and experienced senior management team who provide a foundation of growth and development for all staff, from technical to executive levels.

As an industry facing a significant decline in skilled resources, we prioritize technical excellence and skills development. We encourage employees to pursue their own development opportunities, support their colleagues, and contribute to continuous improvement across the entire Group. We expect outstanding technical mastery and exceptional excellence from our employees, which is reflected in our rewards and benefits program.

Our culture is built on teamwork, leadership, and celebrating achievements. Personal growth is encouraged through bursary schemes, short courses, or in-house training. Performance is measured individually, and employees are provided with personal development plans and rewarding career paths. DGC is also committed to providing a safe and healthy environment for its employees, and we expect all employees to eliminate actions or circumstances that undermine this environment.

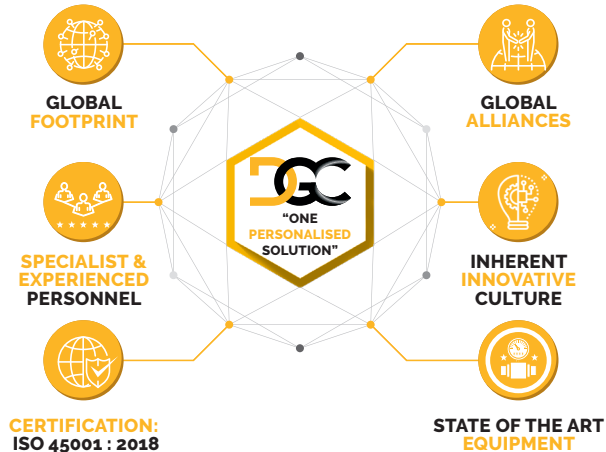
Integrity, honesty, and mutual trust are highly valued at DGC. We promote transparent HR processes and invite constructive input to improve those processes. We respect employees' legal rights to freedom of association and employee participation through representative committees. Employees are expected to honour their colleagues' and managers' opinions and ideas, address conflict honestly and respectfully, and report unethical behaviour.



COMPETITIVE STRENGTHS

DGC AFRICA has numerous competitive strengths that have led to its success in the industry. These strengths include:

- **Differentiated range of products and services:** DGC offers a diverse range of Asset Integrity Management & Industrial Services that caters to various industries, making it a one-stop-shop for clients. Established client base: DGC has an established client base among major mining & metals, mineral processing, and manufacturing industries. This client base has been built over years of providing quality services and building strong relationships with clients.
- **Strong brand and reputation:** DGC has a strong and established brand and reputation in the market. The company is known for its high-quality services and expertise in the industry.
- **Niche range of specialised services:** DGC is one of the few businesses providing a niche range of specialised asset integrity management, industrial services in conjunction with asset & risk management digitisation solutions in sub-Saharan Africa and globally. This unique selling point sets DGC apart from its competitors.
- **Diverse client base:** DGC's client base includes operations in a range of commodities and locations, reducing the risk of dependence on a single industry or client.
- **Extensive experience:** DGC has extensive experience in specialized furnace and industrial services. This experience has been built over years of providing quality services to clients.
- **Emphasis on safety and training:** DGC places a strong emphasis on safety and training. The company has implemented strict safety protocols and invests in the training and development of its staff.
- **Established footprint:** DGC has an established presence in South Africa, Zambia, DRC, and Latin America, allowing the company to cater to clients in various regions and industries.
- **Strategic alliances:** DGC has established strategic alliances with leading technology partners from countries around the globe. These partnerships allow DGC to access the latest technology and expertise in the industry.
- **In-house skills and large staff complement:** DGC employs in-house skills and has a large staff complement throughout the company's business operations, enabling the company to provide quality services to clients and maintain a high level of expertise in the industry.



DGC IS CUSTOMER CENTRIC

Our group-wide **“ONE PERSONALISED SOLUTION”** is at the core of our business operations. It is a testament to the high-quality, niche services we offer, which are supported by our superior technical expertise, delivery performance, and customer service.



COST

Ability to control operational costs and deliver within budget



QUALITY

Ability to deliver work to expected quality standards



FLEXIBILITY

Ability to react to new requests and requirements



INNOVATION

Ability to develop new and creative solutions that fulfil business needs



SPEED

Ability to complete work quickly and in accordance with expectations



DEPENDABILITY

Ability to deliver projects and outcomes according to expectations





LEADING PROVIDER OF ASSET INTEGRITY MANAGEMENT & INDUSTRIAL SOLUTIONS IN AFRICA

www.dgc-africa.com

FURNACE SERVICES INDUSTRIAL SERVICES MECHANICAL ENGINEERING SERVICES INDUSTRIAL LININGS
WEAR PROTECTION SOLUTIONS RISK MANAGEMENT DIGITIZATION SOLUTIONS