



DICKINSON
GROUP OF COMPANIES

OUR VISION

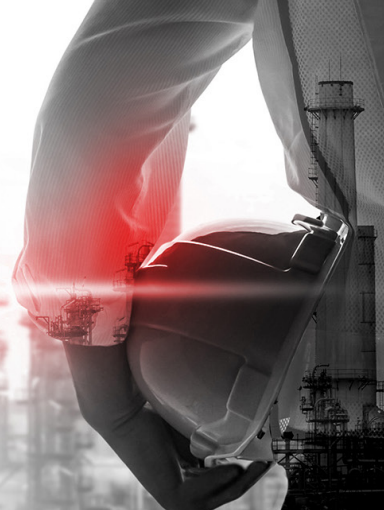
DICKINSON GROUP OF COMPANIES
VISION IS TO BE A GLOBAL LEADING
ASSET INTEGRITY MANAGEMENT &
INDUSTRIAL SOLUTIONS COMPANY

OUR MISSION

DGC's Mission is to focus on helping our industrial customers optimising their maintenance costs and improving plant performance, by providing innovative solutions together with our market leading technologies to enhance the service life of their operating assets.

OUR PURPOSE

We help our industrial customers optimising their maintenance costs and improving plant performance, by providing innovative solutions to enhance the service life of their operating assets.



OUR VALUES

Dickinson Group of Companies (DGC) has since the date it was founded in 1910 over the past 110-years been a professionally managed family-owned business.

**OUR VALUES ARE
THE BEDROCK OF OUR
CORPORATE CULTURE**



PEOPLE

We value our people, encourage their development and reward their performance.



INTEGRITY

Act with uncompromising honesty and integrity in everything we do.



TRUST

We act in the best interests of our customers and our company.



SERVICE

We focus on our customer's needs, ensuring we always meet their expectations.



INNOVATION

Provide our customers with innovative solutions and superior quality, value & service.

COMPANY RATIONALE & ETHOS

Dickinson Group of Companies was founded in 1910 and since 1928 been providing services to heavy industry. The group has more than 90 years' experience in providing specialist furnace and industrial services to the mining, metals smelting, mineral processing, power generation and petrochemical refining industries.

The company has been notably involved with numerous furnace projects and shutdowns on the metals smelting and process plants of industrial companies throughout sub-Saharan Africa and globally.

DGC is a leading service provider to large, global, diversified minerals and metals companies. The company works in close partnership with its customers.

The company undertakes this with a wide range of high quality, niche products and services, which are underpinned with superior technical expertise, delivery performance, and customer service. DGC's products and services integrates custom made solutions with internationally sourced and market leading technologies.



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 – DGCAFRICA 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

DGC TODAY

DGC has since the date it was founded in 1910 over the past 110-years been a professionally managed family-owned business. The company has evolved over the past century from its solid reputation as a leading furnace and industrial services company, providing high added value solutions, mainly in the following sectors: mining & metallurgy, glass, mineral processing and manufacturing industries.

DGC's vision is to be a leading asset integrity management and industrial solutions company. We focus on helping our large industrial customers optimising their maintenance costs and improving plant performance, by providing innovative solutions together with our market leading technologies to enhance the service life of their operating assets.

DGC STRATEGIC DIRECTION

DGC has moved away from the cyclical nature of our project related activities and developed our business model to focus on providing services for industry and building a strong international presence. DGC's key markets include Sub-Saharan Africa, Middle East, Latin America, Russia and other CIS Countries.

**DGC HAS
THE AMBITION
TO BUILD A
SUSTAINABLE
DIVERSIFIED
INDUSTRIAL
GROUP.**



The company's vision is to be recognised as the global leading asset integrity management and industrial solutions company, based on providing innovative solutions and market leading technologies, while continuing our leadership in selected geographic regions.

We strive to be customer centric and show our customers how the development of our products, services and solutions portfolio, our geographic presence and our daily performance, help to improve our response to their requirements, while applying an operational excellence approach.



DGC STRATEGIC ORIENTATION

**DGC IS A
SOLID GROUP,
PRIMARILY
BECAUSE WE
HAVE MANAGED
TO GENERATE
DIVERSIFIED AND
RECURRING
REVENUES.**



This forms the reliable foundation that we wanted for our continued development, in order to satisfy our customers and shareholders as well as to reassure our employees.

This was made possible by three factors:

- International presence particularly in key markets including sub-Saharan Africa, Middle East, Latin America, Russia and other CIS Counties,
- A balanced sales mix spread over different business sectors,
- And, in terms of services, the deliberate choice to position ourselves within the next five years to derive a significant part of our turnover by recurrent multidisciplinary asset integrity management contracts, providing us with the resilience required to maintain the stability of our activities in the medium and long term.

DGC AFRICA has more than 50 years' experience in Africa; since the company was involved during the 1960s in a major project for GECAMINES Sarl. in the Democratic Republic of Congo. **DGC AFRICA's** focus is on the provision of the Group's range of specialist industrial services to the mining & minerals, metals smelting, sulphuric acid plants, mineral processing, oil & gas, chemical & petrochemical and power generation industries throughout Africa.

The company is leveraging off its dominant presence in Southern Africa in Zambia, Namibia and Democratic Republic of Congo, to expand into the other Anglophone (English), Francophone (French) and Portuguese speaking countries throughout sub-Saharan Africa.

Furthermore, we are consolidating our multi-disciplinary leading position in the industry by developing synergies between our various subsidiaries, including our furnace and industrial services, asset integrity management, industrial products and solutions. This results in cost savings and organic growth through joint actions between our subsidiaries, creating maximum value for our customers.

Over the next few years, we want to continue to implement this strategy, strengthening our "customer centric" approach, to enhance the bonds with our customers, and to continue to develop high added value solutions in collaboration with our customers, in order to anticipate their future needs.

We are at the service of our customers, which is perfectly illustrated by our rebranding operation, involving full integration of all our subsidiaries, and our Dickinson Group of Companies "**One Personalised Solution**" slogan.

Trevor Dickinson
CHAIRMAN

ASSET INTEGRITY MANAGEMENT & INDUSTRIAL SOLUTIONS



FURNACE SERVICES

- Furnace Rebuild Projects
- Furnace Demolitions
- Refractory Installations
- Precast Refractory Shapes
- Furnace Hotwork Services
- Furnace Inspection services



INDUSTRIAL SERVICES

- Industrial Vacuumation
- Silo Cleaning
- Catalyst Handling
- HP / UHP Water Blasting
- Sulphuric Acid Plant Services



MECHANICAL ENGINEERING SERVICES

- Furnace Mechanical Projects
- Fabrication and Welding
- Onsite Machining Solutions
- Rotary Kiln Vessel Services
- Conveyor Maintenance



INDUSTRIAL LININGS

- Corrosion Protection
- Industrial Acid Proofing
- Fibreglass Reinforced Plastic (FRP) Systems



INDUSTRIAL PRODUCTS

- Refractory Anchors
- Refractory Armour Systems
- Stud Welding Systems
- Stainless Steel Fibres
- Wear Studs
- Shear Stud Connectors



WEAR PROTECTION SOLUTIONS

- Engineering
- Installation
- Wear Protection Materials
- Wear Protected Piping System



RISK MANAGEMENT DIGITIZATION SOLUTIONS

- Asset Management
- Industrial Digital Toolkit
- Industrial Cyber Security
- Custom Digital Solutions



"I commit to zero tolerance and sober habits when reporting to and during duty".

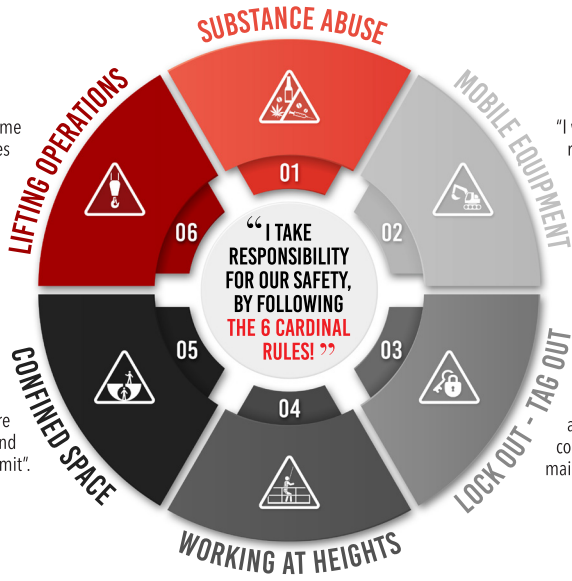
"I will always exercise extreme vigilance and adhere to procedures when operating lifting equipment or when in the proximity of any lifting operations."

"I will abide by all traffic rules always when operating mobile equipment".

"I will only enter vessels that are tested for oxygen deficiencies and gas with a signed permit".

"I will ensure that all equipment is locked out and tagged out prior to commencement for any maintenance and repairs".

"When working at heights, I will always ensure that I wear a harness that is hooked-up. I will be trained and appointed".



OUR COMMITMENT TO SAFETY

The 'Health and Safety' of all our employees is a priority and is an integral part of our business, and underpins every decision we make and every action we take across all our business operations. The company operates according to international best practices, with the goal of ZERO HARM to all our employees, as well as achieving the highest practical levels of Safety, Health, Environmental and Quality Control.

On a day-to-day basis, we strive, with our employees, customers and contractors, throughout all our facilities, operational worksites and offices, to achieve the very highest safety standards.

HUMAN CAPITAL

DGC aims to offer meaningful careers to our employees and to create an environment in which all employees are engaged and committed. DGC strive to provide a work environment that attracts, develops and retains the best talent, promotes a values-driven, high-performance culture, encourages diversity and transformation, and fosters sound employee relations.

Under the dedicated leadership of the highly skilled and experienced senior management team, DGC provides a foundation of growth and development of all staff at technical, supervisory, management and executive levels. The Group's paradigm is assuring technical excellence and skills in a wider industry that is facing a significant decline in skilled resources. It is the employees' responsibility to pursue their own development opportunities, support their colleagues' development and generally contribute to continuous improvement across the entire Group. We encourage but also expect outstanding technical mastery and exceptional excellence.

The Company's culture is teamwork, leadership and the celebration of achievement. Staff continually mentor and coach each other and personal growth is encouraged through bursary schemes, short courses or in-house training. Performance is measured individually. This influences rewards and benefits and encourage a performance-driven culture that helps the organization to deliver on its key objectives, whilst also providing all employees with personal development plans and rewarding career paths.

DGC have the responsibility to provide its employees with a safe and healthy environment. All employees have a responsibility to eliminate actions or circumstances that undermine this environment to ensure that they are fit and able to work every day, and to support their colleagues health, safety and productivity.

Integrity and honesty is highly valued. Mutual trust is a key element of relationships within the Group. DGC promote transparent HR processes and invite constructive input to improve those processes. DGC respect employees legal rights to freedom of association and employee participation through its representative committees in the different areas. Employees honour their colleagues' and managers' opinions and ideas, address conflict honestly and respectfully and report unethical behaviour.

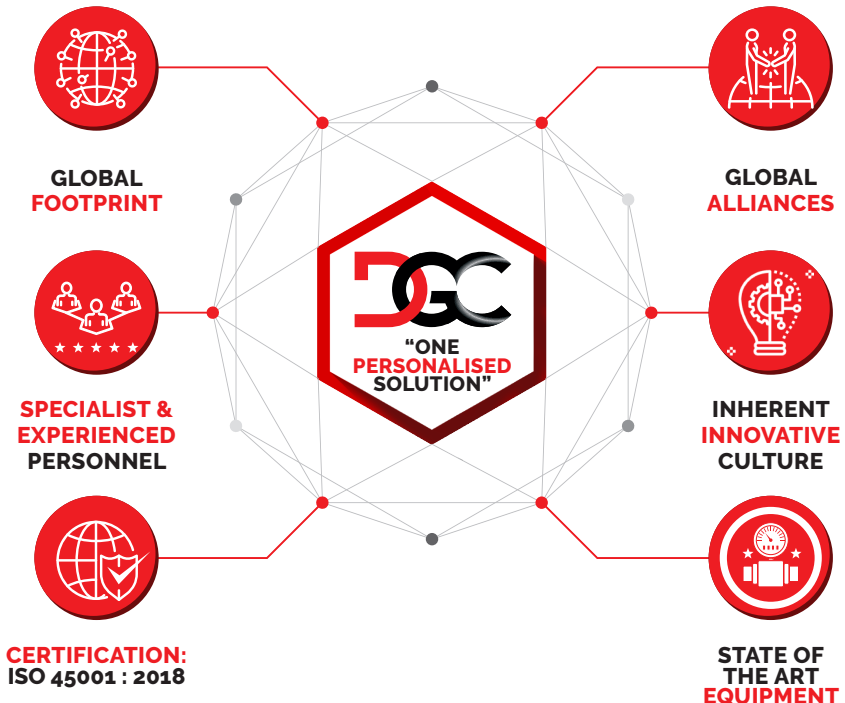
WE ARE COMMITTED TO THE CREATION OF A CONDUSIVE WORK ENVIRONMENT, OFFERING COMPETETIVE AND MARKET RELATED REMUNERATIONS TO ATTRACT AND RETAIN EMPLOYEES AND PROSPECTIVE EMPLOYEES, TO ENSURE THE GROUP'S SUSTAINABILITY AND ONGOING SUCCESSFUL DELIVERY OF OUR SERVICES.



COMPETITIVE STRENGTHS

Dickinson Group of Companies has an impressive range of inherent strengths that continue to ensure its success in the industry. These are:

- **An established client base** among major international mineral-exploration, mining, metals smelting and mineral processing companies
- A strong and **established reputation** in the market
- **A focus on providing specialist services** to the major international mining, metals smelting, mineral processing and large manufacturing industries
- Being **globally** one of the few businesses **providing a niche range of specialised asset integrity management and industrial solutions**
- **A client base** with operations in a range of commodities and locations
- **Extensive experience and expertise** in specialised furnace, industrial and mining services
- **High barriers to entry** in the industry
- A strong **emphasis on safety and training**
- **A highly experienced, stable, senior management team** that are committed to the expansion and success of the Dickinson Group of Companies, as one of the world's leading specialist service providers to the mining, metals smelting and mineral processing industries
- **The employment of in-house skills** in the form of dedicated full-time employees
- **Established strategic alliances** with leading technology partners from countries around the globe



DGC IS CUSTOMER CENTRIC

With the adoption of our group-wide **"ONE PERSONALISED SOLUTION"**, underpinned by our range of high-quality niche services, with our superior technical expertise, delivery 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





A GLOBAL LEADING ASSET INTEGRITY MANAGEMENT & INDUSTRIAL SOLUTIONS COMPANY

www.dgrpint.com

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