



# **LOCAL CONTENT TRAINING AND CAPACITY BUILDING IMPLEMENTATION PLAN**

*For Well Plug & Abandonment (P&A) and Decommissioning Services*

**Prepared for submission to the  
Nigerian Content Development and Monitoring Board (NCDMB)**

Technical delivery collaboration: Exceed Energy

|                             |                                                  |
|-----------------------------|--------------------------------------------------|
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## 1.0 OBJECTIVE AND PLAN BASIS

This Training Implementation Plan sets out the structure, content, delivery model, governance process and measurable outcomes for Transcont Global Limited's Human Capital Development (HCD) program in support of its Well Plug & Abandonment (P&A) and Decommissioning service line.

The plan has been prepared as a regulator-grade submission intended to demonstrate a credible pathway for building Nigerian technical capacity and progressively localizing critical Well P&A and decommissioning competencies through formal classroom training, online learning, supervised field exposure and practical coaching.

The immediate purpose of the program is to establish a pilot intake of five Nigerian trainees, commencing from the second year of execution of Transcont's Well P&A and Decommissioning activities, and to progressively transform that cohort into a deployable next-generation workforce for the industry.

The plan is informed by the structure and emphasis commonly used in Nigerian Content HCD implementation plans, including the objective, training-format, trainee welfare, assessment, and reporting sections reflected in the sample TREXM and FDGS templates supplied by the user.

### 1.1 DEFINITIONS AND ACRONYMS

| Term       | Meaning                                                     |
|------------|-------------------------------------------------------------|
| BOP        | Blowout Preventer                                           |
| FDR        | Fortnightly Development Report                              |
| HCD        | Human Capital Development                                   |
| HSE        | Health, Safety and Environment                              |
| HUET       | Helicopter Underwater Escape Training                       |
| NCCC       | Nigerian Content Compliance Certificate                     |
| NCDMB      | Nigerian Content Development and Monitoring Board           |
| NOGICD Act | Nigerian Oil and Gas Industry Content Development Act, 2010 |
| NOGIC JQS  | Nigerian Oil and Gas Industry Joint Qualification System    |
| OJT        | On-the-Job Training                                         |
| OEM        | Original Equipment Manufacturer / technical partner         |

|        |                                             |
|--------|---------------------------------------------|
| OGTAN  | Oil and Gas Trainers Association of Nigeria |
| P&A    | Plug and Abandonment                        |
| SIMOPS | Simultaneous Operations                     |

## 2.0 NIGERIAN CONTENT COMPLIANCE FRAMEWORK

This plan is aligned in principle with the Nigerian Oil and Gas Industry Content Development Act, 2010 and the NCDMB Human Capital Development Implementation approach reflected in the user-provided templates. In particular, the plan adopts the core Nigerian Content expectations around first consideration for Nigerians, structured training, identified competency gaps, supervised skills transfer, trainee welfare, and periodic reporting.

Transcont's compliance philosophy is that local content in Well P&A and Decommissioning should not be limited to employment statistics alone. It should also create durable national capability in planning, engineering, well barrier design, execution support, HSE management, decommissioning methodology, digital reporting, and project integration.

The program will therefore be implemented as a project-linked capability transfer plan rather than a generic training exercise. Each training stage will be mapped to real work packages, operational competencies and measurable readiness milestones.

### 2.1 PROGRAM KICK-OFF AND DURATION

The pilot program is planned to commence in Year 2 of Transcont's Well P&A and Decommissioning service execution timeline.

The formal foundation phase for the first cohort shall run for four months: two months of instructor-led classroom learning followed by two months of structured online learning, guided assignments, simulations and supervised technical exercises.

Beyond the initial four-month cycle, trainees will remain on a structured development pathway through Year 2 and Year 3, moving into intermediate and advanced competency development supported by practical assignments, site familiarization, project shadowing and OEM-assisted coaching.

### 2.2 PROJECT BASIS AND ASSUMPTIONS

- Initial intake size: 5 trainees in the pilot batch.
- Program focus: Well Plug & Abandonment and Decommissioning services for onshore, swamp, shallow offshore and where approved, offshore-support environments.
- Training centre development to commence in Year 2 as Transcont scales service execution.
- Technical collaboration to be supported by Exceed Energy for selected curriculum content, specialist coaching and practical work exposure planning.
- Annual plan updates to be issued as project scope, client requirements, NCDMB directives and operational schedules evolve.
- All external training providers for specialist modules to be OGTAN-registered or otherwise acceptable to NCDMB/client where applicable.

## **2.3 TRAINING BUDGET, MANHOURS AND CANDIDATE NUMBERS**

The pilot training budget is set at US\$100,000. This allocation is intended to establish the program, support foundational learning, procure essential training materials and simulations, fund trainee welfare and enable selected external practical exposure.

The initial program shall target five trainees. Training manhours will be tracked by module, by trainee and by program phase. The estimated direct learning load for the first four-month cycle is approximately 640 guided hours per trainee, excluding informal self-study.

Budget enhancements in subsequent years will be tied to expansion in cohort size, training centre infrastructure, practical equipment and the number of advanced certifications pursued.

## **2.4 RELEVANT DISCIPLINES AND WELFARE**

- Disciplines covered: Well Engineering, Mechanical, Production/Operations, Integrity Management, Decommissioning Planning, HSE, Project Controls, QA/QC and Technical Documentation.
- Trainees shall receive a monthly training support allowance to cover transportation and incidental expenses during classroom and approved practical phases.
- Lunch or meal allowance shall be provided during intensive classroom blocks and approved site activities.
- Trainees shall have access to basic occupational health support applicable to training venues and approved field locations.
- Appropriate PPE shall be issued for any practical or site-based activity.
- Insurance, travel approvals and site-access requirements shall be managed in line with Transcont, client and regulatory rules.

## **2.5 TRAINING PROVIDER, LOCATIONS AND CERTIFICATION**

Training will be delivered through a blended model comprising Transcont's internal faculty, Exceed Energy subject matter experts, approved third-party trainers and supervised project personnel.

Primary delivery locations will be Lagos and/or other NCDMB- or client-approved Nigerian locations, with online modules delivered via a controlled learning platform. Limited external specialist sessions may be arranged where required and approved.

Each trainee shall receive certificates of completion for completed modules. Priority will be given to training that supports industry-recognized or employer-recognized competency outcomes, subject to project relevance and budget.

## **3.0 TRAINING PROGRAM FORMAT AND DELIVERY PHILOSOPHY**

The program is intentionally designed as a staged learning pathway. It combines theory, online reinforcement, simulation, coaching, field familiarization, job-shadowing and work-based competency logging.

The first cohort is expected not merely to complete courses but to transition into the next layer of Nigerian workforce capability for the industry. Accordingly, all modules are sequenced from awareness to supervised application to demonstrable practical competence.

The delivery model follows four principles: learn the fundamentals, observe the work, practice under control, and evidence competence.

### 3.1 SCOPE OF THE PROGRAM

- Foundational knowledge of oilfield operations, well integrity and life-of-well concepts.
- Core technical knowledge for Well P&A philosophy, barrier management and decommissioning planning.
- HSE and environmental compliance for P&A and decommissioning activities.
- Practical familiarization with equipment, documentation, workpacks, permits, QA/QC and field interfaces.
- Soft skills needed for safe and effective project participation, including communication, reporting, teamwork and problem solving.
- Progressive exposure to project controls, cost awareness, logistics and stakeholder coordination relevant to Well P&A and decommissioning programs.

### 3.2 YEAR 1 FOUNDATION CURRICULUM (4-MONTH STRUCTURED LEARNING)

The Year 1 foundation curriculum is the formal entry phase for the first batch. It is built around two months of classroom learning followed by two months of online learning and guided technical assignments.

The curriculum below is deliberately detailed to provide NCDMB, management and client stakeholders with a clear visibility of the learning path, expected outputs and duration.

| Phase / Week | Module                                                                                                            | Delivery Mode | Indicative Hours | Expected Output                             |
|--------------|-------------------------------------------------------------------------------------------------------------------|---------------|------------------|---------------------------------------------|
| Weeks 1–2    | Industry orientation, life-of-field overview, ethics, introduction to Well P&A and decommissioning, HSE induction | Classroom     | 40               | Baseline awareness and induction completion |
| Weeks 3–4    | Well anatomy, casing/tubing fundamentals, well integrity basics, barriers and failure modes                       | Classroom     | 40               | Basic well integrity understanding          |
| Weeks 5–6    | P&A philosophy, barrier design basics, cement fundamentals, abandonment categories, standards awareness           | Classroom     | 40               | Entry-level P&A technical literacy          |
| Weeks 7–8    | Decommissioning fundamentals, facilities isolation, dismantling logic, waste streams,                             | Classroom     | 40               | Basic decommissioning planning awareness    |

| Phase / Week | Module                                                                                                 | Delivery Mode   | Indicative Hours | Expected Output                           |
|--------------|--------------------------------------------------------------------------------------------------------|-----------------|------------------|-------------------------------------------|
|              | environmental obligations                                                                              |                 |                  |                                           |
| Weeks 9–10   | Online modules: well integrity case studies, barrier verification exercises, incident learning         | Online / guided | 40               | Case-study workbook                       |
| Weeks 11–12  | Online modules: decommissioning methodology, HSE scenario drills, documentation exercises              | Online / guided | 40               | Scenario responses and module assessments |
| Weeks 13–14  | Technical software and reporting: Excel, basic planning tools, field reports, permit-to-work awareness | Online / guided | 40               | Standard report templates completed       |
| Weeks 15–16  | Integrated capstone: mini P&A/decommissioning workpack, oral presentation, end-of-phase test           | Blended         | 40               | Capstone submission and assessment        |

*Indicative weekly rhythm for the first two months:*

- Monday to Thursday: two technical sessions per day plus a short recap clinic.
- Friday: quiz, toolbox discussion, reflective learning log and supervisor review.
- One lunch-and-learn session per fortnight led by Transcont or Exceed subject matter personnel.
- One HSE reinforcement or behavioural safety session every week.
- Minimum self-study expectation: 4–6 hours per week.

#### **Foundation modules – basic courses to be covered**

- Introduction to the Oil and Gas Value Chain and Asset Life Cycle
- Introduction to Well Construction, Completion and Production Systems
- Fundamentals of Well Integrity and Barrier Philosophy
- Introduction to Plug & Abandonment Concepts and Terminology
- Introduction to Decommissioning Planning and Asset Retirement
- HSE Induction, Permit to Work, SIMOPS Awareness and Hazard Identification
- Environmental Management, Waste Segregation and Spill Prevention Basics
- Basic Mechanical and Process Isolation Concepts

- Introduction to Workpacks, Field Documentation and Technical Reporting
- Basic Microsoft Excel, Reporting Templates and Planning Discipline
- Communication, Teamwork, Time Management and Professional Conduct
- Behaviour-Based Safety and Incident Learning

### 3.3 YEAR 2 INTERMEDIATE DEVELOPMENT AND PRACTICAL EXPOSURE

In Year 2, the same pilot batch transitions from basic knowledge acquisition to guided application. This stage is intended to move trainees from trainee-level familiarity to junior workforce readiness.

The emphasis in this phase is controlled practical exposure, supervised task participation, equipment familiarization, workpack review, mentoring by project personnel and selected hands-on demonstrations at the training centre or approved field environment.

The Year 2 phase is also the period in which Transcont will commence establishment of its dedicated training centre for Well P&A and Decommissioning capability development.

| Module Cluster                   | Typical Topics                                                                                                            | Mode                            | Assessment                               |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------------------------|
| Well P&A Intermediate            | Well barrier schematics, tubular condition review, plugging concepts, abandonment sequence planning, equipment interfaces | Workshop + OJT                  | Practical workbook + supervisor sign-off |
| Decommissioning Intermediate     | Isolation certificates, dismantling sequence, lifting philosophy, waste tracking, brownfield interfaces                   | Workshop + site familiarization | Case review + oral questioning           |
| HSE and Risk                     | Task risk assessment, lifting safety, dropped object awareness, confined-space awareness, energy isolation                | Classroom + drills              | Scenario-based test                      |
| Documentation & Project Controls | Method statements, workpacks, material tracking, daily progress reports, lessons learned                                  | Classroom + project shadowing   | Document quality review                  |
| Digital & Analytical Skills      | Spreadsheet tracking, simple cost/time monitoring, report dashboards                                                      | Lab / guided                    | Template completion                      |

*Indicative Year 2 practical activities include:*

- Observation of planning meetings for P&A or decommissioning scopes.
- Review of barrier diagrams, isolation plans and selected workpacks.
- Controlled equipment familiarization sessions using mock-ups and training aids.
- Approved site visits to observe safe preparation, shutdown, isolation, dismantling or related support activities.
- Monthly competency clinic with Exceed technical mentors.
- Quarterly practical assessment and individual development plan update.

### **3.4 YEAR 3 ADVANCED LEARNING AND APPLIED COMPETENCY DEVELOPMENT**

By Year 3, the original trainee batch is expected to have progressed into junior technical personnel capable of supporting field execution, engineering documentation, planning and reporting under supervision.

The advanced stage focuses on higher-value competencies that increase Transcont's in-country delivery depth while still respecting operational risk controls and role boundaries.

- Advanced Well P&A Planning and Barrier Verification
- Well Intervention Interfaces and Plug Placement Methodology
- Cement Evaluation Awareness and Troubleshooting Principles
- Section Milling / Perforate-Wash-Cement Method Awareness
- Temporary Abandonment vs Permanent Abandonment Decision Logic
- Subsea / Offshore Decommissioning Awareness and Interface Risks
- Facilities Decontamination, Dismantling and Demolition Method Selection
- Environmental Restoration, Waste Manifesting and Close-Out Documentation
- Advanced Permit-to-Work Coordination and SIMOPS Interface Management
- Quality Assurance, Inspection Points and Technical Acceptance Criteria
- Cost, Schedule and Risk Fundamentals for Decommissioning Programs
- Lessons Learned Capture, Technical Presentation and Client-Facing Reporting

*Target Year 3 outcome:*

At least 70% of the pilot batch should be suitable for deployment into junior project-support, operations-support, engineering-support or decommissioning support roles within Transcont projects or aligned industry opportunities, subject to performance, project demand and required certifications.

### **3.5 TRAINING CENTRE DEVELOPMENT PLAN**

Transcont will commence development of a dedicated Well P&A and Decommissioning Training Centre in Year 2. The objective is to create a permanent in-country platform for repeated training cycles, refresher programs, client-linked upskilling and OEM-supported competency transfer.

The centre is envisioned initially as a modest but credible capability hub rather than a large capital-intensive campus. Expansion will be staged in line with project demand and funding.

- Phase A: classroom, digital learning room, small workshop area, PPE bank and document/resource library.
- Phase B: simulation capability for planning exercises, failure scenarios and emergency response drills.

- Phase D: visiting-instructor and partner delivery capability for OEM, specialist and external certification modules.

#### 4.0 ENTRY PROCESS INTO THE PROGRAM

Recruitment into the program will be conducted through a transparent process aligned with NCDMB and client expectations. Candidate sourcing may include nomination through appropriate Nigerian Content channels, direct application, graduate recruitment and discipline-specific screening.

Preference shall be given to Nigerian candidates with engineering, technology, geoscience, or relevant applied science backgrounds and a demonstrated interest in oilfield operations, well integrity, brownfield services or decommissioning.

- Minimum qualification: HND/B.Eng/B.Sc or equivalent in a relevant discipline.
- Strong safety mindset and willingness to work in controlled field environments.
- Basic digital literacy and report-writing ability.
- Age and candidate profile may be aligned with client or NCDMB guidance for specific HCD windows, where applicable.
- Successful completion of aptitude screening, interview and pre-program orientation.

#### 5.0 GOVERNANCE, RESPONSIBILITIES AND ORG CHART

The program shall be governed through a simple but accountable structure that supports execution, reporting and trainee development.

Management oversight will sit with the Project Sponsor / Executive Management, while day-to-day implementation will be coordinated by the Training Coordinator under the Nigerian Content / project management function.

|                                                                                       |
|---------------------------------------------------------------------------------------|
| <b>Project Sponsor / Executive Management</b>                                         |
| <b>Training Steering Team (Project Management + Nigerian Content Lead + HSE Lead)</b> |
| <b>Training Coordinator / Program Manager</b>                                         |
| Technical Training Lead (Transcont)                                                   |
| OEM Technical Advisor (Exceed Energy)                                                 |
| Supervisors, Mentors and Trainees                                                     |

**Key responsibilities**

| <b>Role</b>                  | <b>Responsibilities</b>                                                                                           |
|------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Project Sponsor / Management | Approve strategy, budget and expansion decisions; review quarterly progress; support NCDMB engagement.            |
| Training Coordinator         | Own implementation calendar, attendance, reporting, welfare coordination, provider liaison and close-out records. |
| Technical Training Lead      | Ensure curriculum relevance, technical depth, instructor quality and practical alignment to real scopes.          |
| Exceed Energy OEM Partner    | Support selected specialist modules, coaching, content review and practical-exposure planning.                    |
| Supervisors                  | Coach trainees in daily tasks, score FDRs, release trainees for training and sign off practical observations.     |
| Mentors                      | Support professional growth, conduct periodic check-ins and guide behavioural development.                        |
| Trainees                     | Attend all sessions, maintain logs, complete assignments, demonstrate safe behaviour and pursue self-development. |

**6.0 DETAILED TRAINING MATRIX (ROLES VS COMPETENCIES)**

The matrix below shows the intended competency growth path for the pilot batch.

| <b>Role Track</b>                        | <b>Foundation Competencies</b>                                       | <b>Intermediate Competencies</b>                                                  | <b>Advanced Competencies</b>                                               | <b>Readiness Indicator</b>                                             |
|------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------|
| Trainee Well P&A Support Engineer        | Well anatomy, barriers, HSE, basic reporting                         | Review barrier schematics, understand abandonment sequence, support workpack prep | Assist in P&A planning packages and execution support under supervision    | Can support engineering and reporting tasks with limited guidance      |
| Trainee Decommissioning Support Engineer | Asset retirement concepts, isolation basics, environmental awareness | Support dismantling plans, waste tracking, permit review and close-out packs      | Contribute to decommissioning planning and shutdown/interface coordination | Can support brownfield decommissioning documentation under supervision |

| Role Track                           | Foundation Competencies                                         | Intermediate Competencies                                                          | Advanced Competencies                                              | Readiness Indicator                                          |
|--------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------------|
| Field / Operations Support Trainee   | PPE, permit to work, hazard identification, equipment awareness | Participate in controlled practical drills, equipment checks, site familiarization | Support site preparation, documentation and safe-task coordination | Can function as a junior field support resource              |
| Project Controls / Reporting Trainee | Excel, progress reporting, document control basics              | Track action items, maintain logs, support timesheet/material records              | Generate dashboards, lessons learned and close-out support packs   | Can support project administration and performance reporting |

## 7.0 BUDGET AND 3–5 YEAR ROLLOUT PLAN

Pilot budget (Year 2 entry) – US\$100,000

| Cost Element                                            | Amount (US\$) | Notes                                                              |
|---------------------------------------------------------|---------------|--------------------------------------------------------------------|
| Curriculum development and technical content adaptation | 10000         | Customization of HCD plan, manuals, assessments and templates      |
| Instructors / SMEs / OEM support                        | 22000         | Transcont and Exceed delivery support plus specialist facilitation |
| Training venue, logistics and utilities                 | 14000         | Classrooms, connectivity, consumables and coordination             |
| Digital learning platform and software                  | 8000          | Online modules, learning management and reporting tools            |
| Training materials, mock-ups and workshop aids          | 15000         | Technical aids, demo equipment, hand tools and manuals             |
| Trainee welfare and transport support                   | 12000         | Allowances, meals during approved sessions and welfare support     |
| HSE / PPE / medical and insurance support               | 7000          | Training PPE, first-aid support and approved cover                 |
| Assessments, certification and reporting                | 7000          | Testing, documentation, certificates and final reports             |

| Cost Element                     | Amount (US\$) | Notes                                |
|----------------------------------|---------------|--------------------------------------|
| Contingency / management reserve | 5000          | Controlled reserve for program needs |

### Three- to five-year rollout

| Year   | Strategic Focus                                                    | Indicative Scale | Expected Outcome                                                       |
|--------|--------------------------------------------------------------------|------------------|------------------------------------------------------------------------|
| Year 2 | Pilot batch launch and initial training centre set-up              | 5 trainees       | Foundation cohort established and baseline competency recorded         |
| Year 3 | Advanced development of first batch and second intake planning     | 5–10 trainees    | First cohort transitions toward junior deployable roles                |
| Year 4 | Training centre strengthening, more practical aids, repeat batches | 10–15 trainees   | Sustainable annual intake structure begins                             |
| Year 5 | Expanded academy model with selected specialist modules            | 15+ trainees     | Recognizable in-country Well P&A / decommissioning capability pipeline |

## 8.0 COMPETENCY ASSESSMENT, REPORTING AND KPI FRAMEWORK

Competency development will be monitored from entry to close-out using a combination of pre-assessment, classroom tests, online quizzes, practical observation, fortnightly development reports, quarterly reviews and final presentations.

The core KPI of the program is to develop trainees into the next batch of workforce for the industry through classroom and possible practical trainings. This KPI is supported by quantitative and qualitative measures.

- 100% of enrolled trainees complete induction, HSE orientation and baseline competency assessment.
- At least 90% attendance across the first four-month structured learning phase.
- At least 80% of trainees achieve a passing score in end-of-phase technical assessments.
- At least 70% of the pilot batch progress into intermediate/advanced development status by Year 3.
- At least 70% of the pilot batch become suitable for placement into junior workforce roles, internships, project support assignments or further specialist development pathways.
- 100% fortnightly development reports submitted and reviewed on schedule.
- At least one quarterly performance and competency report issued to management, with NCDMB-ready reporting records maintained.

### Assessment tools

- Pre- and post-program competency interviews.
- Written quizzes and end-of-module tests.
- Fortnightly Development Report (FDR).
- Supervisor scoring and mentor feedback.
- Practical drills and observed task demonstrations.
- Quarterly presentation by each trainee on learning and applied competence.
- Final close-out report including workforce integration recommendation.

## 9.0 SUPERVISION, MENTORING, WELFARE AND RECOGNITION

Each trainee shall be assigned both a supervisor and a mentor. The supervisor will handle day-to-day technical guidance and performance scoring, while the mentor will support broader professional development and work-readiness.

A buddy arrangement may also be introduced to help trainees settle into the learning environment, understand expectations and navigate professional routines.

Quarterly recognition may be awarded to high-performing trainees and supportive supervisors/mentors. Recognition will encourage discipline, consistency and a culture of excellence without replacing objective assessment criteria.

## 10.0 NCDMB COMPLIANCE MAPPING

The following matrix maps key features of this plan to the compliance themes reflected in the supplied Nigerian Content training templates.

| Compliance Theme                | How This Plan Responds                                                        | Evidence / Deliverable                            |
|---------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------|
| Nigerian workforce development  | Pilot intake of 5 Nigerians with progression pathway to deployable workforce  | Candidate records, attendance and competency logs |
| Skills-gap closure              | Curriculum focused on identified Well P&A and decommissioning capability gaps | Training matrix and module schedule               |
| Structured HCD implementation   | Blended classroom, online, OJT and practical exposure model                   | Implementation calendar and reports               |
| Trainee welfare                 | Allowances, meals support, PPE and health/safety provisions                   | Welfare records and HSE compliance file           |
| Supervisor / mentor involvement | Assigned supervisors and mentors with FDR and feedback roles                  | Signed development reports                        |

| Compliance Theme                | How This Plan Responds                                             | Evidence / Deliverable                          |
|---------------------------------|--------------------------------------------------------------------|-------------------------------------------------|
| Assessment and reporting        | Pre/post assessments, quarterly reviews and final close-out report | Assessment records, quarterly and final reports |
| Industry-recognized growth path | Selected certifications and practical readiness milestones         | Certificates and deployment recommendations     |
| Capacity sustainability         | Year 2 training centre start-up and 3–5 year rollout               | Budget and expansion plan                       |

## 11.0 KEY SUCCESS FACTORS AND CONCLUSION

Successful implementation will depend on management support, disciplined coordination, consistent trainee attendance, project-linked practical opportunities, quality instruction, rigorous documentation and timely stakeholder engagement.

Transcont believes this plan provides a credible, scalable and regulator-ready basis for developing Nigerian capacity in Well Plug & Abandonment and Decommissioning services. By commencing with a focused five-person pilot cohort, supported by a US\$100,000 budget and technical collaboration with Exceed Energy, the company can begin building a durable Nigerian capability pipeline that grows with project demand.

This document may be updated after contract award or after engagement with NCDMB/client to incorporate project-specific manhours, final training locations, selected providers, approved certifications and any additional regulator directives.

## APPENDIX A – REPORTING CADENCE AND DELIVERABLES

The following reporting cadence is proposed to support internal governance and NCDMB-ready documentation.

| Deliverable                           | Frequency   | Owner                | Purpose                                          |
|---------------------------------------|-------------|----------------------|--------------------------------------------------|
| Attendance and learning log           | Weekly      | Training Coordinator | Track participation and early intervention needs |
| Fortnightly Development Report (FDR)  | Fortnightly | Trainee / Supervisor | Capture applied learning and competency growth   |
| Quarterly training performance report | Quarterly   | Training Coordinator | Management review and NCDMB-ready record         |
| Mentor feedback note                  | Quarterly   | Mentor               | Track behavioural and professional development   |

| Deliverable              | Frequency    | Owner                             | Purpose                                                       |
|--------------------------|--------------|-----------------------------------|---------------------------------------------------------------|
| Program close-out report | End of cycle | Training Coordinator / Management | Summarize outcomes, lessons learned and workforce integration |

## APPENDIX B – PROPOSED INITIAL CERTIFICATION / ATTESTATION PATHWAY

- Internal Transcont / program certificate of completion for the foundation phase.
- HSE induction and permit-to-work awareness attestation.
- Basic first-aid / fire awareness / hazard identification training records where applicable.
- Role-relevant external technical courses to be selected in line with project scope and budget.
- Advanced specialist certifications to be introduced progressively in Years 3–5.

## 12.0 Strategic Equipment Capacity Development Programme

### 12.1 Strategic Vision and Nigerian Content Objectives

Transcont Global Limited's equipment capacity development programme is designed to progressively establish indigenous ownership of critical well plug and abandonment and decommissioning assets while maximizing Nigerian Content. The strategy prioritises sustainable acquisition aligned with secured work, revenue growth and OEM-supported technology transfer. All training, capacity-building, and acquisition strategies outlined herein are contingent upon Transcont Global Limited securing ongoing project contracts and operational revenues. The realization of these plans is fundamentally dependent on a continuous pipeline of work. We respectfully request NCDMB's support in fostering an enabling environment where local companies are encouraged to engage indigenous service providers like us. The objective is to develop a core asset base that enables increasing self-performance while maintaining access to specialist technologies through strategic alliances.

### 12.2 Capacity Development Philosophy

The philosophy underpinning this programme is to invest only in assets that improve execution capability, reduce dependence on third parties, strengthen local technical competence and provide long-term commercial value. Capital deployment shall therefore be phased, evidence-based and directly linked to operational demand. All this is is however subject to

### 12.3 Guiding Principles for Asset Acquisition

Equipment acquisition decisions shall be governed by operational necessity, utilisation rates, lifecycle cost, maintainability, local serviceability, Nigerian Content contribution, HSE performance, OEM support availability and return on investment. High-value specialist equipment will initially be accessed through strategic partners before ownership is justified.

### 12.4 Five-Year Equipment Acquisition Strategy

| Year | Focus                 | Equipment Categories                                                                           | Operational Capability               | CAPEX Band (US\$) |
|------|-----------------------|------------------------------------------------------------------------------------------------|--------------------------------------|-------------------|
| 1    | Foundation            | Inspection tools, pressure test equipment, torque tools, lifting accessories, data acquisition | Basic support services               | 0–50k             |
| 2    | Operational Readiness | Workshop equipment, portable pumps, flushing units, instrumentation                            | Independent support execution        | 50–80k            |
| 3    | Growth                | Hydraulic power units, cutting tools, wireline                                                 | Medium-value intervention capability | 100–200k          |

|   |                  |                                                                          |                                                   |          |
|---|------------------|--------------------------------------------------------------------------|---------------------------------------------------|----------|
|   |                  | support, wellhead handling                                               |                                                   |          |
| 4 | Expansion        | Cementing support, coiled tubing support, heavy intervention accessories | Execute larger work scopes                        | 200–500k |
| 5 | Strategic Assets | Selected well intervention equipment and integrated spreads              | Majority of routine P&A scopes using owned assets | 500–800k |

### 12.5 Five-Year CAPEX Roadmap

The proposed capital roadmap deliberately aligns expenditure with projected workload and cashflow. Years 1–2 prioritise lower-cost support assets. Year 3 represents the transition to ownership of medium-value intervention equipment. Years 4–5 focus on strategic equipment capable of significantly increasing Transcont's self-perform capability while OEM partners continue to provide specialised technologies.

| Year | Investment          | Narrative                          |
|------|---------------------|------------------------------------|
| 1    | US\$0–50,000        | Foundation equipment               |
| 2    | US\$50,000–80,000   | Workshop expansion                 |
| 3    | US\$100,000–200,000 | Medium intervention assets         |
| 4    | US\$200,000–500,000 | Strategic fleet expansion          |
| 5    | US\$500,000–800,000 | Core owned intervention capability |

### 12.6 Local Content and Technology Transfer Strategy

OEM collaborations will progressively transfer engineering knowledge, maintenance capability, equipment operation skills and lifecycle support to Nigerian personnel. Procurement preference shall be given to Nigerian assembly, fabrication and servicing wherever technically feasible.

### 12.7 Asset Maintenance, Workshop and Infrastructure Development

A preventive maintenance philosophy shall be adopted, supported by a central workshop, calibrated inspection tools, digital maintenance records, spare parts inventory and OEM service agreements to maximise asset availability.

### 12.8 Funding Strategy and Sustainability

Funding will be sourced through retained earnings, project cashflow, equipment financing, OEM vendor credit, leasing arrangements and strategic banking relationships. Acquisition timing shall remain linked to confirmed project awards to preserve financial sustainability.

**12.9 Equipment Acquisition Matrix**

| Equipment Package       | Timing | Investment Band | Procurement Rationale              | Nigerian Content Contribution            |
|-------------------------|--------|-----------------|------------------------------------|------------------------------------------|
| Pressure Test Units     | Y1     | Low             | Supports phased operational growth | Improves indigenous execution capability |
| Torque Tools            | Y1     | Low             | Supports phased operational growth | Improves indigenous execution capability |
| Flushing Units          | Y2     | Low             | Supports phased operational growth | Improves indigenous execution capability |
| Hydraulic Power Units   | Y3     | Medium          | Supports phased operational growth | Improves indigenous execution capability |
| Portable Compressors    | Y2     | Low             | Supports phased operational growth | Improves indigenous execution capability |
| Wellhead Handling Tools | Y3     | Medium          | Supports phased operational growth | Improves indigenous execution capability |
| Lifting Frames          | Y2     | Low             | Supports phased operational growth | Improves indigenous execution capability |
| Pipe Handling Equipment | Y4     | High            | Supports phased operational growth | Improves indigenous execution capability |

|                            |    |        |                                    |                                          |
|----------------------------|----|--------|------------------------------------|------------------------------------------|
| Inspection Tools           | Y1 | Low    | Supports phased operational growth | Improves indigenous execution capability |
| NDT Equipment              | Y2 | Medium | Supports phased operational growth | Improves indigenous execution capability |
| Portable Generators        | Y1 | Low    | Supports phased operational growth | Improves indigenous execution capability |
| Data Acquisition Systems   | Y2 | Low    | Supports phased operational growth | Improves indigenous execution capability |
| Chemical Pumps             | Y3 | Medium | Supports phased operational growth | Improves indigenous execution capability |
| Cement Mixing Support      | Y4 | High   | Supports phased operational growth | Improves indigenous execution capability |
| Cutting Equipment          | Y3 | Medium | Supports phased operational growth | Improves indigenous execution capability |
| Isolation Equipment        | Y2 | Low    | Supports phased operational growth | Improves indigenous execution capability |
| Wireline Support Equipment | Y4 | High   | Supports phased operational growth | Improves indigenous execution capability |
| Coiled Tubing Support      | Y5 | High   | Supports phased operational growth | Improves indigenous execution capability |

|                               |    |      |                                    |                                          |
|-------------------------------|----|------|------------------------------------|------------------------------------------|
| Well Intervention Accessories | Y5 | High | Supports phased operational growth | Improves indigenous execution capability |
| Workshop & Maintenance Tools  | Y1 | Low  | Supports phased operational growth | Improves indigenous execution capability |

### 12.10 Expected Outcomes by Year Five

By Year Five, Transcont will have established a credible portfolio of strategically selected equipment enabling execution of an increasing proportion of Well Plug & Abandonment and Decommissioning activities using company-owned assets. The company will maintain partnerships with OEMs for specialised and infrequently utilised technologies while demonstrating measurable Nigerian Content growth through local ownership, technical competence, employment creation, workshop capability and sustainable asset management.