



Exceed Well Management Ghana Limited

Local Content Plan

May 2026

Exceed

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Issue Summary

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Electronic copies of this document are maintained within the Exceed Management System for access by relevant personnel.

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1 BACKGROUND AND CURRENT STATUS

Exceed Well Management Ghana Limited ("EWMG") was established in 2018 as a Ghanaian registered company and joint venture between Exceed (XCD) Holdings Limited and Consolidated Shipping Agencies Limited of Ghana. In 2026, it has been renewed as a joint venture with Megaleio Consult Ltd. EWMG was created to provide Exceed with an in-country corporate platform in Ghana and to support local presence, regulatory engagement, stakeholder interface, local content participation and the delivery of well management and related project support activities.

Since 2021, EWMG has been inactive due to the impact of Covid and low well activities in country and has not undertaken active trading operations. Exceed is reactivating EWMG to support future activity in Ghana. As part of this process, the company is renewing its corporate, statutory, tax, regulatory and local content position to ensure that any required filings, registrations, approvals or compliance actions are identified and addressed before active operations recommence.

Exceed is now part of the Kent group, following Kent's acquisition of Exceed in 2025. The transaction provides Exceed with the backing of a global energy services organisation while preserving the specialist subsurface wells and decommissioning engineering capability that Exceed has developed over two decades. Kent's global scale, financial strength, engineering capability and international project delivery experience enhances and reinforces Exceed's existing service offering.

This plan therefore updates the original 2018 EWMG local content plan to reflect EWMG's current status, the intended reactivation of the company, the updated Exceed capability offering, and the continued objective of supporting Ghanaian participation and sustainable in-country capability development.

Exceed has, to date, only been progressing discussions with OSWT and EK Operating Company Ltd ("OPCO") in relation to the potential provision of services for one well, with operations currently expected to be for approximately 45 to 60 days during Q4 2026 / 2027. No contract award should be inferred from this plan, and any future activity remains subject to the relevant client approvals, Petroleum Commission approval and final contractual agreement. On that basis, this local content plan is necessarily limited in its immediate scope and vision. However, where Exceed is able to secure a broader multi-well or multi-operator campaign in Ghana, EWMG would look to expand its local content commitments, including increased Ghanaian participation, supplier engagement, training, knowledge transfer and longer-term in-country capability development.

2 COMPANY STRUCTURE / PROFILE

EWMG is a Ghanaian registered company originally established as a joint venture between Consolidated Shipping Agencies Limited of Ghana and Exceed (XCD) Holdings Limited. The joint venture structure was put in place to combine Exceed's international well management expertise with Consolidated Shipping Agencies Limited's local knowledge, in-country presence and established Ghanaian logistics and stakeholder relationships. However, it is now a joint venture with Megaleio Consult Ltd.

The equity ownership of EWMG is as follows:

- Exceed (XCD) Holdings Limited – 90%
- Megaleio Consult Ltd – 10%

The EWMG Board is composed of three directors representing the joint venture partners. The Board members are as follows:

- Kwaku Darko-Mensah – Ghanaian National
- Ian Joseph Mills – Irish National
- Alistair Brockie – UK National

EWMG's registered office is located at:

*Rehoboth House,
Rev Fiawoo Street,
Community 10,
Tema,
Ghana*

Megaleio Consult Ltd will provide EWMG with a formal business address and local corporate presence in Ghana. They will also support project-related activities and in-country engagement, providing a local platform for Exceed's operations and stakeholder interface.

EWMG continues to support Exceed's Ghanaian operations and reflects Exceed's commitment to maintaining a sustainable, compliant and locally engaged presence in Ghana.

2.1 Local Office Functions

The local office is responsible for supporting and coordinating EWMG's in-country activities in Ghana, including:

- General management and local administration
- Regulatory compliance and liaison with relevant Ghanaian authorities
- HSEQ oversight and support
- Project management and coordination of in-country project activities
- Business development and client engagement
- Accounting, finance and local financial administration

- Cost control and project cost monitoring
- Local content development and implementation
- Logistics coordination and operational support

2.2 Company Formation and Registration Status

As part of its establishment in 2018, EWMG undertook the required company formation and registration activities. All registrations are up-to-date, and the below activities are up-to-date and live. The historic status recorded in the original plan is summarised below.

S. No.	Activity	Current Status
1.	Company Registration	Completed
2.	GRA Registration	Completed
3.	SSNIT Registration	Completed
4.	GIPC Approval	Completed

2.3 Facilities and Capital Investment

EWMG established a local presence in Ghana to support its joint venture activities and provide a platform for the delivery of subsurface, well management and decommissioning services in-country. The company's local presence is centred around Accra, which provides a base for corporate, administrative, regulatory, financial and project support activities.

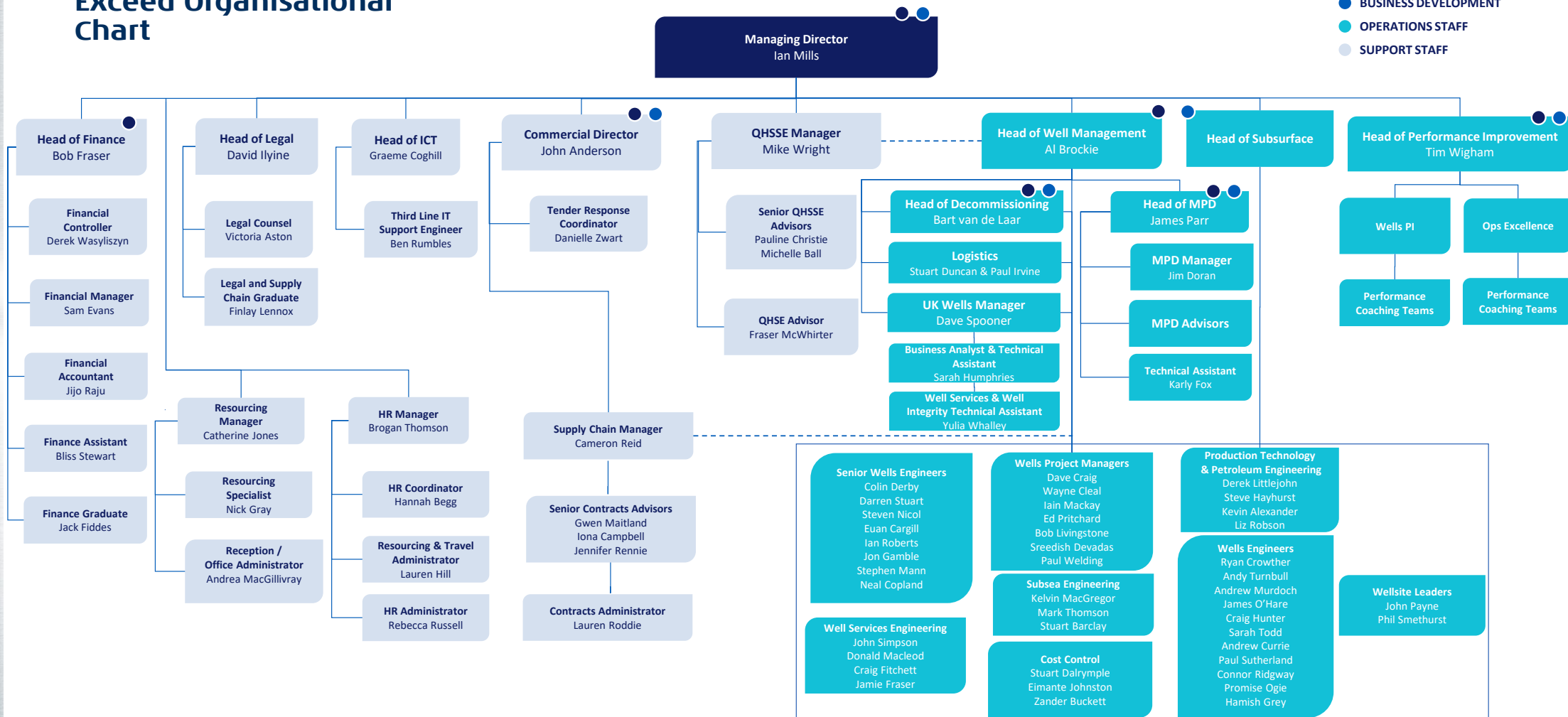
EWMG's local support model is intended to remain flexible allowing the company to respond to project requirements and scale in accordance to client demand in Ghana. This includes the ability to increase office capacity, local resourcing and project support functions as required for specific campaigns or contracts.

The scale of local investment and expenditure will depend on the nature, value and duration of contracts awarded to EWMG. Where active operations recommence, local content expenditure is expected to focus on local personnel, training and development, insurance, professional advisory services, legal and accounting support, banking, taxes and statutory fees, office and accommodation rental in Accra, travel logistics, ICT equipment, husbandry services, security, transport, vehicles and drivers.

2.4 Organisation Chart (Aberdeen)

Exceed Organisational Chart

- BOARD MEMBER
- BUSINESS DEVELOPMENT
- OPERATIONS STAFF
- SUPPORT STAFF

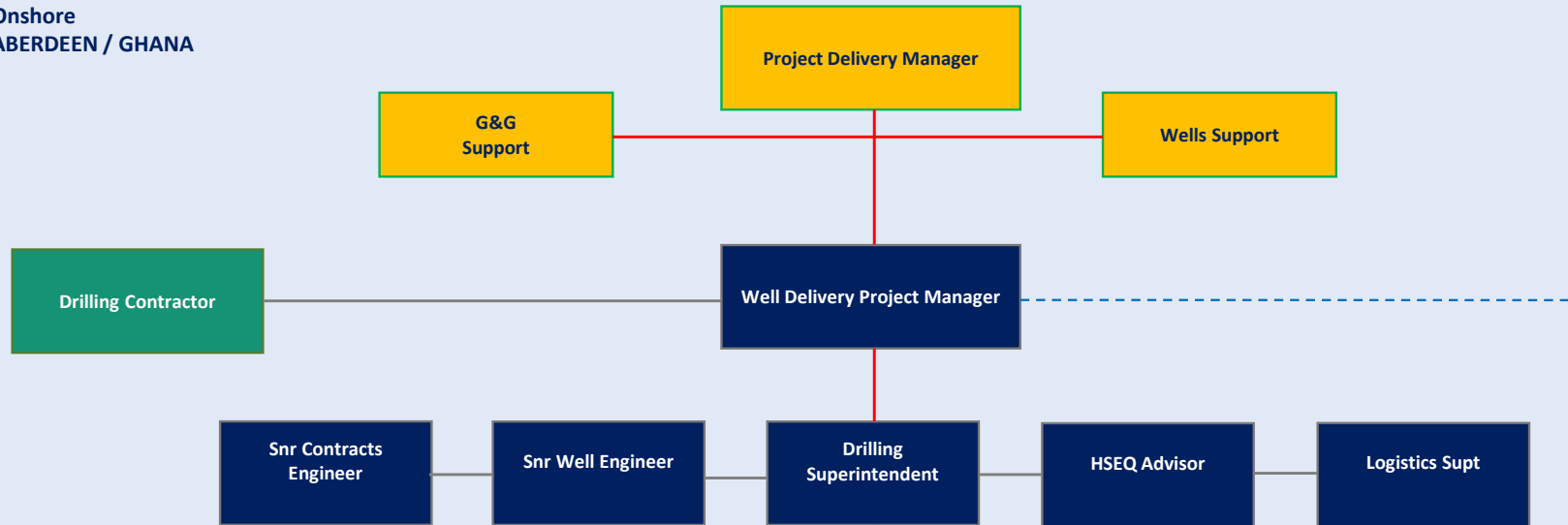




2.5 Organisation Chart: EWMG

Well Planning & Execution Organisational Chart

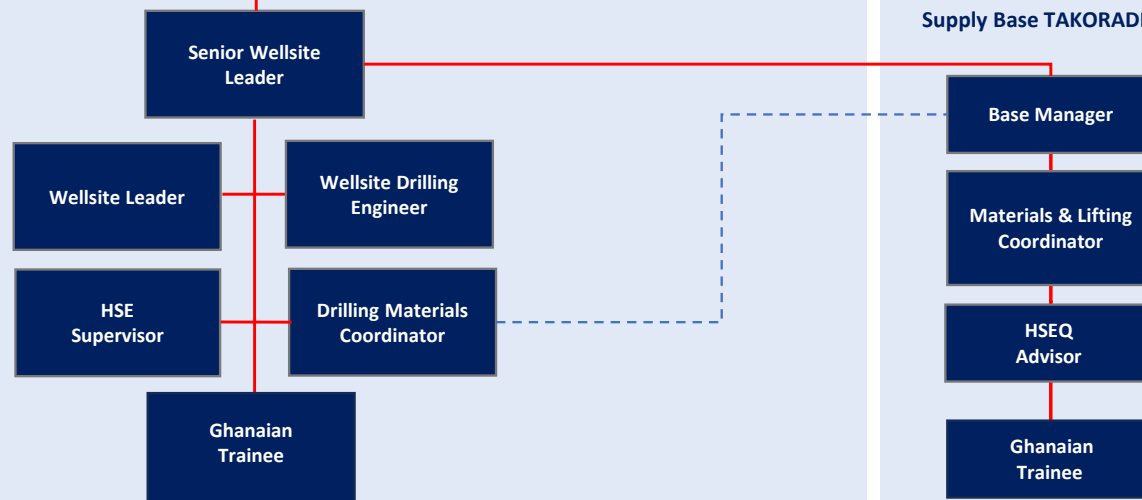
Onshore
ABERDEEN / GHANA



Offshore
GHANA

— Primary Chain of Command
— Organisational Reporting
- - - Communications

Operator
EXCEED



Exceed Office Support

Head of Well Management
HSSEQ & ER
Contracts & Procurement
Subsurface
Legal/TAX
Logistics
Accounts & Cost Tracking
HR, Visas & Travel



3 COMPANY'S VISION, MISSION & VALUES

3.1 Vision

Exceed's vision is to be an industry-leading well management consultancy, supporting the safe, compliant and successful delivery of upstream oil and gas projects across the full value chain, including subsurface, wells, subsea, operations and decommissioning.

3.2 Mission

Exceed's mission is to safely deliver international wells projects while supporting the development of sustainable local capability within its clients' organisations and within the countries in which it is privileged to operate.

Established in 2005, Exceed operates globally, supporting client projects across the full wells lifecycle. Exceed is focused on delivering excellence through bespoke technical, operational and commercial well management solutions tailored to the specific requirements of each client and project.

Exceed provides a complete well management service, supporting clients from initial well design, rig and technology selection, procurement and contract management, through to operational execution. Its services cover early-stage exploration projects, appraisal activity, full field development, late-life operations and decommissioning.

Through its wider group structure, Exceed is supported by additional technical, commercial and project delivery capability, strengthening its ability to deliver safe, compliant and scalable well management services internationally and through EWMG in Ghana.

Through EWMG, Exceed is able to apply its international experience through a Ghanaian entity, supporting local participation, regulatory engagement, stakeholder interface and the development of sustainable in-country capability.

3.3 Exceed Values

At our very core are Exceed's values which represent the DNA of the Exceed organisation and the company's mission statement: Leading Energy Transformation:

Lead with courage: **Constructive, Open and Honest communications**

Exceed Expectations: **Help our clients / our people to Succeed**

Act with Integrity: **Always**

Deliver Transformational results: **HSEQ / Reputation / Objectives / Performance**



Exceed Values

4 1-3 YEAR CASH FLOW

Spend %	2026	2027	2028
	Est \$5 million	Est \$5 Million	Est \$5 Million
Local EWMG Spend	Est \$1.25 million [25%]	Est \$1.5 Million [30%]	Est \$2.5 Million [50%]

This estimated spend above is solely calculated on the EWMG local content;

1. Personnel
2. Housing
3. Offices
4. Information Communication Technology ICT
5. Transportation
6. Insurances
7. Medical cover etc

It should be noted that any sub contracts / services that can be provided locally will be sourced and tendered from the PC approved suppliers list and will be awarded to local companies who meet the following screening criteria

1. Have the necessary HSEQ and operational managements systems in place
2. Are ABC / FCP compliant
3. Have provided the service to the O&G business previously
4. Have the available competent capacity to deliver the service
5. Are commercially competitive

The estimate of this cost has NOT been quantified to date but it will be tracked monthly and reported on a 6 month basis

The 1–3 year cash flow position set out in this plan should be read as indicative only and is based on the current opportunity being pursued by Exceed/EWMG. At this stage, Exceed is actively progressing discussions with OSWT and EK Operating Company Ltd (“OPCO”) in relation to one exploration well only, with an estimated operational duration of approximately 45 days during Q4 2026 / 2027. EWMG has not yet been awarded the relevant scope, and any activity remains subject to Petroleum Commission approval, client approvals and final contract award. Accordingly, the cash flow assumptions are limited to the current opportunity profile and should not be read as a committed revenue forecast. If Exceed is successful in securing a wider multi-well or multi-operator campaign, EWMG would expect to revisit and expand the cash flow forecast to reflect a broader and more sustained local content commitment in Ghana.

5 EWMG SERVICES AND EXCEED CAPABILITY STATEMENT

5.1 Service Offering

EWMG provides a Ghanaian platform through which Exceed can deliver end-to-end well management and project support services. Exceed offers tailored solutions for all aspects of well operations, from engineering studies through to fully integrated well management campaigns.

Exceed's service offering includes:

- Subsurface and petroleum engineering support
- Well engineering and well construction management
- Well integrity management
- Well completions, testing, workover and intervention support
- Well decommissioning and plug and abandonment support
- Managed Pressure Drilling and pressure management support
- Data acquisition planning and delivery
- Performance improvement and operational efficiency support
- Contracts, procurement and supply chain management
- Logistics planning and execution support
- HSEQ, risk management, assurance and compliance support
- ICT, secure data management and digital project support
- Training, competence development and knowledge transfer



Exceed Service Wheel

5.2 Capability and Experience

Exceed is a leading well management company with a proven track record of delivering well management, managed pressure drilling, decommissioning and performance improvement solutions for the upstream oil and gas industry. Exceed operates globally and supports client projects across the full wells lifecycle, from concept selection and well design through to drilling, completion, intervention, workover and end-of-life decommissioning.

Exceed's business model is based on providing flexible, scalable and client-focused wells support. The company integrates with client subsurface, development and operations teams to provide continuity, technical assurance and a detailed understanding of the well stock. This model allows Exceed to respond efficiently to changing project requirements while maintaining a focus on safe, compliant and cost-effective delivery.

Exceed has extensive experience in the planning and execution of complex drilling and well management campaigns. This includes exploration, appraisal, development, deepwater, ultra-deepwater, workover, completion and decommissioning projects across a range of international operating environments.

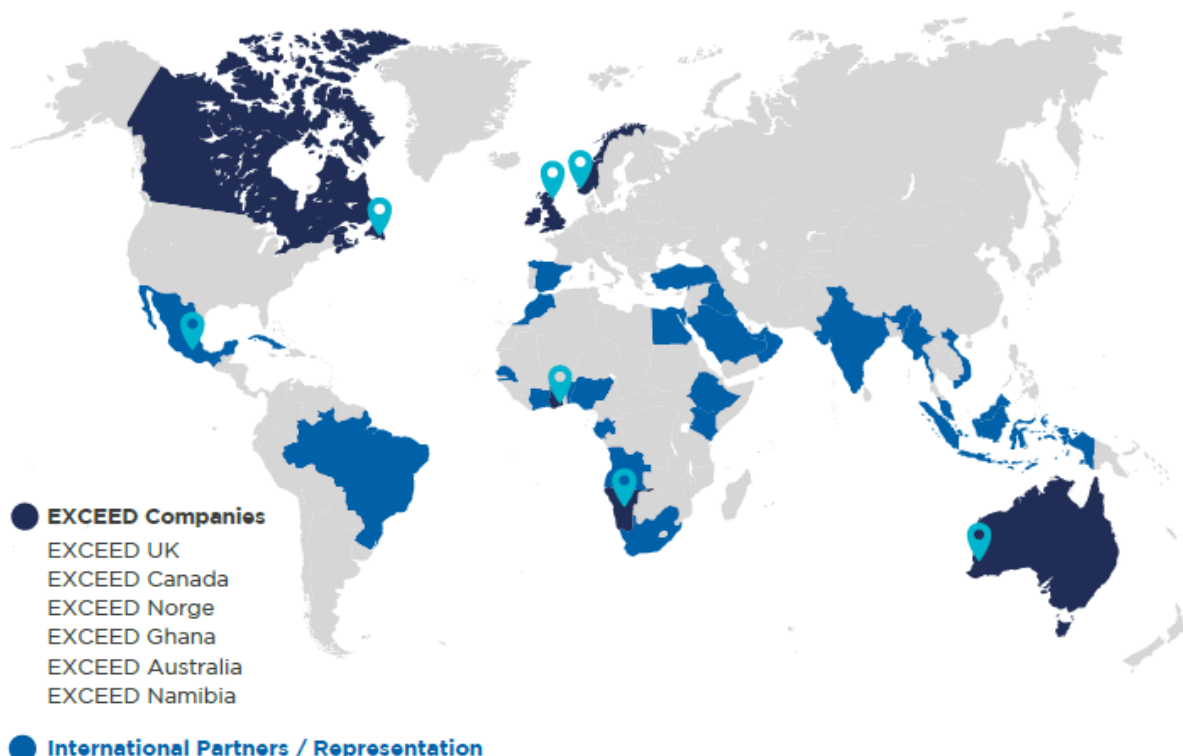
Exceed's personnel bring experience across the full suite of required disciplines, including drilling, subsea, well testing, completions, well intervention, production technology, QHSE, contracts and procurement, logistics and supply base management.

Exceed has particular strength in deepwater and technically complex well project management. Its personnel have supported and delivered projects in a range of international basins, including West Africa, the Black Sea, East Mediterranean, East Coast Canada, Brazil, the Gulf of Mexico, Angola, the South China Sea and the Andaman Sea.

This experience is directly relevant to Ghana's upstream oil and gas sector, where clients require safe, compliant, technically assured and locally responsive well management support. Through EWMG, Exceed is able to apply its international wells expertise through an established Ghanaian entity, supporting local participation, regulatory engagement, stakeholder interface and the development of sustainable in-country capability.

As EWMG is now being reviewed for reactivation, Exceed intends to align its global capability with Ghanaian local content requirements and future project opportunities. This includes the ability to mobilise experienced technical personnel, support Ghanaian workforce development, engage local suppliers and service providers, and provide scalable project support from within an established local corporate structure.

6 Continents, 41 Countries, 70+ Wells



Exceed Locations & Stats

5.3 Key Differentiators

Differentiator	Application to EWMG / Ghana
Specialist Wells Capability	Exceed provides integrated well management capability across subsurface, wells, subsea, completions, well testing, intervention and decommissioning.
Independence and Impartiality	Exceed is independent of equipment or product lines and can provide impartial recommendations on rigs, vendors, technologies and contracting strategies.
Integrated Delivery Model	Exceed integrates with client teams and aligns subsurface, wells, HSEQ, commercial, logistics and operational functions within a structured well delivery process.
Flexible and Scalable Resourcing	EWMG can be scaled to match project requirements, with Ghanaian personnel, Exceed core staff and specialist contractor resources mobilised as required.

Differentiator	Application to EWMG / Ghana
Deepwater and Complex Well Experience	Exceed has a track record in deepwater and technically complex campaigns, including West African operations and Ghana experience.
Management Systems and Assurance	Exceed's certified management system supports safe, auditable and consistent delivery from planning through execution and close-out.
Local Content and Knowledge Transfer	EWMG provides a platform for Ghanaian recruitment, training, supplier engagement, technology transfer and sustainable in-country capability development.

5.4 Subsurface Capability

Exceed's subsurface capability is central to the safe, compliant and effective delivery of well management projects. Exceed's approach is based on integration, ensuring that subsurface technical expertise is embedded within the well delivery process from the earliest planning stages through to execution, close-out and post-well evaluation.

Through EWMG, Exceed can support clients in Ghana with subsurface technical input, well planning, geological and geotechnical review, pressure prediction, well design assurance, operational support and post-well evaluation. This integrated approach helps ensure that technical decisions are aligned with project objectives, regulatory requirements, well integrity expectations and safe operational delivery.

During early planning and selection stages, Exceed can support subsurface due diligence, data review, gap analysis, geotechnical data package preparation and well selection justification. During definition and design stages, Exceed can provide technical input into pore pressure and fracture gradient modelling, casing design basis, well control planning, relief well considerations and the development of the Basis of Design.

During readiness and execution, Exceed can support the preparation of geological operational programmes, participate in drilling and operational readiness workshops, and provide real-time subsurface support throughout well operations. At close-out, Exceed can support end-of-well reports, subsurface dataset compilation, lessons learned reviews and post-well evaluation.

5.5 Subsurface Assurance and Seismic Interpretation Support

Exceed is able to provide independent subsurface assurance to support well planning and execution activities in Ghana. This includes the review and interpretation of available geological, geophysical and reservoir data to ensure that the subsurface case underpinning each well is technically robust and aligned with the proposed well objectives.

Where a client has already developed a mature subsurface interpretation, Exceed's role is not to duplicate work already completed, but to provide independent technical assurance and challenge. This may include reviewing seismic interpretation, prospect definition, geological uncertainty, reservoir risks, pressure prediction inputs, well placement rationale and the consistency of the subsurface model with the proposed well design.

Exceed can also provide ongoing seismic and subsurface interpretation support during drilling operations. This ensures that real-time well data is assessed against the pre-drill subsurface prediction and that any material divergence is identified, evaluated and communicated in a timely manner.

5.6 Pore Pressure / Fracture Gradient Modelling

Pore pressure and fracture gradient ("PPFG") modelling is a critical component of safe and effective well planning, particularly for deepwater, high-pressure or technically complex wells. Exceed has established capability in the preparation, review and real-time application of PPFG models to support well design, casing setting depths, mud weight planning, well control preparedness and operational decision-making.

Through EWMG, Exceed can support Ghanaian well projects by providing pre-drill PPFG assessment, independent technical review and real-time pore pressure monitoring during drilling operations. This includes reviewing available geological, geophysical and offset well data, identifying uncertainties in the pressure regime, and ensuring that PPFG assumptions are appropriately reflected in the casing design, drilling programme and well control strategy.

Clear communication protocols would be established between the onshore technical specialists, wellsite team and client representatives to ensure that any divergence from the pre-drill pressure prognosis is identified promptly and that mud weight or operational recommendations are communicated in a controlled and timely manner.

5.7 Worst Case Discharge Modelling and Relief Well Planning

Worst Case Discharge ("WCD") modelling and relief well planning are key components of Exceed's standard well delivery process and are particularly important for deepwater exploration, appraisal and development wells. These activities support regulatory compliance, emergency response planning, well control preparedness and overall assurance that well risks are identified and managed before operations commence.

Exceed can support clients in Ghana with the preparation of WCD modelling, dynamic kill analysis and relief well planning as part of the well planning and design process. This includes assessing the maximum credible uncontrolled flow scenario, identifying potential relief well requirements, and ensuring that the outputs are integrated into the wider well design, risk management and emergency response planning processes.

These workstreams would typically be completed during the well definition and planning stages, prior to operational readiness reviews and before drilling operations commence. This ensures that any required regulatory submissions, client approvals, emergency response arrangements and operational controls are supported by technically robust WCD and relief well planning outputs.

5.8 Well Objectives and Data Acquisition Strategy

Clear and measurable well objectives are fundamental to the successful delivery of any exploration, appraisal, development, intervention or decommissioning campaign. Exceed's approach is to ensure that well objectives are clearly defined, technically justified and aligned with the client's wider project goals before operations commence.

Through EWMG, Exceed can support Ghanaian projects by working with clients to review, define and document well objectives as part of the well planning process. This may include primary, secondary and contingency objectives, together with the technical criteria required to support key operational decisions during drilling or well execution.

A robust data acquisition strategy is essential to ensure that each well delivers the information required to support technical evaluation, future planning, regulatory requirements and investment decision-making. Exceed can prepare or review a formal Data Acquisition Plan for each well or campaign, defining the key subsurface, drilling, formation evaluation, reservoir and operational data required to meet the client's objectives and support future project decisions.

Each Data Acquisition Plan can be structured around a prioritised matrix distinguishing between essential data, high-value optional data and contingency data triggered by specific well results or operational conditions. This ensures that the most critical data requirements are protected, even where operational constraints, hole conditions, time limitations or mechanical issues require real-time decisions to be made.

Across a multi-well campaign, Exceed can support the integration and quality control of acquired data into a consistent project or block-wide dataset. This supports petrophysical interpretation, reservoir understanding, regulatory submissions, field development planning, reserves evaluation and future well planning.

5.9 Well Engineering Management System and Well Execution Process

Exceed's Well Execution Process ("WEP") provides a structured, gated approach to well planning and delivery. The process enables the systematic management of work from early concept and select stages through definition, readiness, operations and close-out.

The WEP is supported by Exceed's wider management system and associated procedures, forms, templates and technical guidelines. It provides a framework for well planning, assurance, risk management, management of change, competency, procurement, operational execution and close-out reporting.

Through EWMG, this process can be applied to Ghanaian projects to support safe, compliant and auditable well delivery, while ensuring that local participation and knowledge transfer are embedded into project execution.



Phases of WEP Process

5.10 Contracts, Procurement and Supply Chain

Exceed has extensive experience establishing and managing contracting and procurement strategies for well management campaigns, including deepwater drilling rigs, integrated drilling services, long-lead equipment, wellheads, OCTG, well testing equipment, logistics, aviation, marine services and specialist technical services.

EWMG's local procurement approach will seek to maximise Ghanaian supplier and subcontractor participation where practicable, while maintaining alignment with HSEQ, technical, commercial and schedule requirements. Exceed's independence from equipment and service product lines allows it to provide impartial recommendations and protect the client's commercial interests.

Where appropriate, EWMG will engage local suppliers, subcontractors and service providers, support supplier development, and work with clients and Ghanaian stakeholders to ensure that local content commitments are practical, measurable and consistent with safe and efficient project delivery.

5.11 Logistics and Operational Support

Logistics is a critical element of efficient well delivery, particularly for offshore and deepwater operations where equipment, personnel, marine, aviation and supply base interfaces must be coordinated carefully to avoid operational downtime.

EWMG can draw on Exceed's international logistics planning experience and Consolidated Shipping Agencies Limited's local Ghanaian experience to support the planning and coordination of in-country logistics, customs interface, personnel movements, materials management, marine support, aviation interface and operational readiness activities.

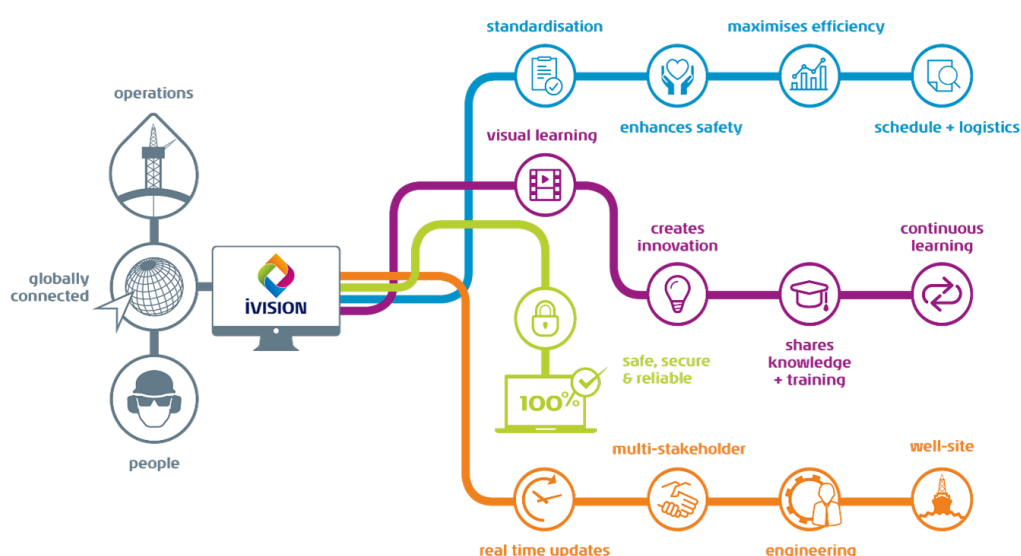
A project-specific logistics strategy would be developed for each scope of work, addressing infrastructure, supply base arrangements, customs and shipping instructions, materials management, schedules, passenger management, emergency response interfaces and reporting requirements.

5.12 Digital Tools, iVision and Knowledge Transfer

Exceed's digital tools and knowledge management processes support safe, efficient and consistent project delivery. The iVision platform supports the transition from engineering to execution by providing secure online access to project information, operational learning, task guidance and best practice material.

iVision can be used to support safety induction, operational readiness, activity planning, task standardisation, after-action reviews and continuous improvement. The platform can combine risk assessments, permits, written work instructions, offline task checklists, project schedules, logistics planning, video records and lessons learned within a single project knowledge environment.

Through EWMG, these tools can support Ghanaian knowledge transfer by building a structured project knowledge base, providing Ghanaian personnel with access to Exceed standards and best practice, and supporting the development of local competence over time.



i-Vision Graphic

6 LOCAL CONTENT

EWMG recognises its responsibility to progressively develop Ghanaian capability and to support the transition of local personnel into technical, management and leadership roles. EWMG's local content approach is based on recruitment, competence development, training, on-the-job exposure, mentoring, supplier participation and the transfer of Exceed systems and knowledge into the Ghanaian entity.

The plan is intended to align with applicable Ghanaian local content requirements, including the principles reflected in the Petroleum (Local Content and Local Participation) Regulations, 2013 (LI 2204), as amended or replaced from time to time. The current legal and regulatory requirements should be reviewed with local advisers as part of EWMG's reactivation process.

EWMG's local content objectives are to:

- Attract, recruit and retain suitably qualified Ghanaian personnel.
- Support technology and knowledge transfer into the Ghanaian entity.
- Develop sustainable Ghanaian technical and operational capability.
- Maximise Ghanaian supplier and subcontractor participation where practicable.
- Maintain full alignment with HSEQ, technical, compliance and business requirements.
- Contribute positively to Ghanaian workforce development and local supply chain capability.

6.1 Competencies Required

Competency requirements will be defined for each project role and assessed against Exceed's competency and training processes. Critical technical positions are expected to require a combination of relevant qualifications, prior oil and gas experience, technical competence, HSEQ leadership behaviours, project delivery experience and the ability to work within an integrated multidisciplinary team.

For Ghanaian development roles, EWMG will seek candidates with strong technical foundations, appropriate academic or vocational qualifications, the right behaviours, and the potential to develop into future technical or leadership positions through structured training, mentoring and supervised project experience.

6.2 Indicative Local Organisation and Functions

The final organisation will be determined by the scope, duration and scale of any awarded project. The indicative in-country functions that may be required are summarised below.

Function	Indicative local content approach	Specialist support / assurance
General management	Local administration, local leadership development and in-country coordination.	Exceed senior management support and governance.
Regulatory compliance / liaison	Ghanaian liaison personnel supporting interface with authorities and stakeholders.	Exceed technical input and compliance oversight.
HSEQ	Local HSEQ support roles developed through project exposure and training.	Exceed QHSEMS, assurance and senior HSEQ specialists.

Function	Indicative local content approach	Specialist support / assurance
Well engineering / operations	Structured trainee and development roles for Ghanaian engineers where appropriate.	Exceed drilling, completions, well test, intervention and decommissioning specialists.
Subsurface / operations geology	Local technical development opportunities aligned with project needs.	Exceed subsurface, PPFG, pore pressure, geomechanics and reservoir specialists.
Contracts and procurement	Local supplier interface and procurement administration.	Exceed contracts, procurement and legal support.
Cost control / finance	Ghanaian finance, cost control and invoice processing capability.	Exceed finance and project controls support.
Logistics	Local logistics, travel, transport and supplier coordination.	Exceed logistics processes and local partner support.
ICT / data management	Local support for secure data management and project systems as required.	Exceed ICT and cyber security support.

6.3 Training and Transition Plan

Phase	Focus	Indicative activities
Reactivation and readiness	Confirm compliance status and define project requirements.	Review filings and registrations; confirm local office arrangements; define roles; update local content commitments.
Mobilisation	Recruit and onboard Ghanaian personnel and suppliers.	Advertise roles where appropriate; screen candidates; undertake Exceed induction; set up competency matrices and development plans.
Execution	Develop competence through active project involvement.	Mentoring, on-the-job exposure, formal training, supervisor feedback, participation in workshops and operational reviews.
Close-out and continuity	Capture learning and build a sustainable Ghanaian capability base.	End-of-project competence reviews, lessons learned, updated knowledge base, progression planning and supplier performance review.

See attached detailed 1-10 year plan [10.2 Ghana Local Content Extended 1-10 Year Plan](#)

6.4 Personnel Selection

It is recognised across the industry that the right technical expertise, leadership capability and team behaviours are critical success factors in safe and successful project delivery. Exceed therefore applies a robust personnel selection process to ensure that all individuals proposed for EWMG projects have the required competence, experience, attitude and support to deliver operational excellence safely, efficiently and in alignment with Exceed's values.

Exceed's proposed personnel have experience working on fully integrated well management projects, both as part of Exceed-led teams and as team members integrated with Operator personnel, working to Operator standards, systems and expectations. Personnel are selected not only for their technical capability, but also for their ability to operate effectively within a multidisciplinary project team and contribute positively to project continuity, HSEQ performance and continuous improvement.

Candidates proposed for EWMG projects will be assessed against the specific requirements of each role, with particular consideration given to relevant experience in the following areas:

- West Africa and Ghana operations;
- Deepwater drilling and well testing;
- Dual activity rig operations;
- Integrated project delivery environments;
- HSEQ leadership and operational discipline;
- Well integrity, operational excellence and cost management.

All personnel selected for the project will be assessed against the following selection principles:

- Relevant technical qualifications and proven competence to perform the role;
- Proven experience in similar work environments, where applicable;
- Existing Exceed staff, long-term contractors, or individuals referred through Exceed's internal network and known to the existing proven team;
- Strong track record and provenance of operating safely and effectively in comparable project environments;
- Demonstrated HSEQ leadership and alignment with Exceed's core values;
- Ability to work effectively within an integrated project team;
- Suitable behaviours, attitude and mindset to contribute positively to team performance;
- Commitment to project continuity;
- Verification of qualifications, certifications and technical competence;
- Two recent references from a client and/or line supervisor;
- Successful completion of a first-stage screening interview with the resourcing manager;
- Successful completion of a second-stage interview with the project manager and HSE manager.

Each Exceed team member is considered an HSE ambassador and is expected to demonstrate visible and proactive commitment to the HSE management system. Exceed only recruits personnel who are aligned with its core values of delivering operational excellence safely, responsibly and with no harm to the environment.

For Ghanaian development roles, candidates will also be assessed on their potential for structured progression into more senior technical or leadership positions. This will support EWMG's commitment to local content development and the long-term growth of Ghanaian capability within the upstream sector.

All assigned personnel, including new Ghanaian recruits, will be supported throughout the duration of the contract by Exceed's Aberdeen-based support team. This support includes access to senior technical management, QHSE, finance, legal, contracts, supply chain, ICT, personnel resourcing and marine logistics specialists. The Aberdeen-based team will be available to support individuals on the project, undertake ad-hoc technical work, conduct peer reviews, and attend or facilitate key planning meetings such as HAZIDs, DWOPs, CWOPs, AWOPs and other project assurance reviews.

Exceed also expects its leadership teams to maintain a strong focus on continuous performance improvement. A formal continuous improvement process will be applied across the well planning and execution lifecycle, following a plan, do, measure and learn approach. Multidisciplinary meetings will be held at key stages to capture issues, lessons and actions required to mitigate risk and improve performance.

During execution, this process will continue through advanced planning meetings, after-action reviews and phase reviews held at the rig or project location. Lessons learned and improvement opportunities will be recorded, tracked and closed out through updates to key project documents, including the risk register, drilling, well test and completion programmes, written work procedures, permit to work system, job risk analysis, master equipment list and relevant service company procedures.

Through this approach, EWMG and Exceed will ensure that personnel are selected, supported and continuously developed to deliver safe, high-quality and efficient project performance.

6.5 Competency Assessment

Exceed recognises the critical importance of a consistent, effective and verifiable approach to training and competency. This is addressed through Exceed's ISO 9001 certified Quality Management System, which forms part of the wider Exceed Quality, Health, Safety and Environmental Management System.

Exceed's Competence, Awareness and Training Procedure, document EXCEED-QA-PRO-006, sets out the operation of its Competency Assessment System. This process is aligned with current Oil & Gas UK competency guidelines and provides the framework for assessing personnel capability, identifying competence gaps and agreeing appropriate development actions.

For each position within Exceed's system, a role-specific Competency Matrix has been developed. This sets out the competencies, skills, experience and training requirements relevant to that role. Personnel working on EWMG projects, including employees and contractors, may be assigned role-specific job descriptions, management system inductions and competency matrices to ensure that expectations are clearly understood from the outset.

Line Managers are responsible for ensuring day-to-day compliance with the Competency and Training System. On starting work with Exceed, all staff employees and contractors, both onshore and offshore, will receive the following from their Line Manager:

- An Exceed Job Description;
- An Exceed Management System Induction, including the Competency and Training System;
- Relevant role-specific competency requirements.

For staff employees and contractors engaged for a proposed period of more than three months, a Competency Matrix will be completed in conjunction with their Line Manager or Supervisor. This process effectively performs a gap analysis against the relevant Exceed Job Description, assessing the individual's skills, experience, training and competence against the requirements of the role.

Where required, OPITO-approved competency assessors will carry out competency assessments for each applicable line item within the full competency matrix for the relevant position. The competency matrix will be reviewed and updated where a person's role changes, or as part of the annual appraisal process.

The competency and appraisal process supports the following:

- Setting aligned goals;
- Assessing performance;
- Identifying individual development and training needs;
- Capturing career development preferences;
- Agreeing appropriate development actions;
- Supporting safe and effective project delivery.

Where competency gaps are identified, these will be assessed and addressed through a combination of on-the-job supervision, monitoring, mentoring, coaching and specific training where appropriate and practical. This allows any short-term competence requirements to be managed safely while supporting longer-term development.

Each employee is also given the opportunity to attend prioritised and relevant training courses, workshops or conferences each year. This may be identified proactively through the annual appraisal process, or reactively where performance in a particular area highlights a development need.

For Ghanaian personnel working on EWMG projects, the competency process provides a structured basis for development and progression. It enables capability to be assessed in a clear and consistent manner, while identifying training, supervision and mentoring requirements to support progression into more senior technical or leadership roles. This ensures that local personnel development is managed in a practical and measurable way, without compromising safe and effective project delivery.

6.6 Local Supplier and Subcontractor Development

EWMG will seek to maximise the use of Ghanaian suppliers and subcontractors where practicable and consistent with HSEQ, technical, commercial and schedule requirements. Local supplier engagement may include logistics, office services, accommodation, transport, security, professional advisory services, catering, husbandry, administrative support, and other project support services.

Under conditions of a single well of 45 days duration the local content aspects will be focused on what can be reasonably achieved onshore with the minimum disruption to the established systems. Change needs to be balanced against the value of continuity for a very short-term project of 45 days or less so the incumbent suppliers on the rig are typically maintained to minimize the cost of change out.

Where specialist international services are required, EWMG will seek to identify opportunities for local interface support, knowledge transfer, subcontractor cooperation with Ghanaian companies, and progressive development of Ghanaian capability within the supply chain.

6.7 Technology Transfer

EWMG is committed to supporting the transfer of technology, technical knowledge, skills and practical experience to indigenous Ghanaians and local Ghanaian companies involved in its projects. Where possible, EWMG will work closely with employees of Megaleio Consult Limited and other Ghanaian nationals engaged on the project to provide practical exposure, mentoring and on-the-job training in relevant technical, operational and project management activities.

This approach is already demonstrated through EWMG's existing working relationship with Megaleio Consult Limited. The Founder of Megaleio Consult Limited has received extensive training, guidance and

practical experience through working with EWMG over the past 8years in various critical roles and has developed into a highly skilled professional. This demonstrates EWMG’s commitment to knowledge-sharing and the effective transfer of technical capability between the companies.

EWMG will continue to promote this approach throughout the project by encouraging local participation, supporting skills development and ensuring that technical knowledge and experience are shared with Ghanaian personnel wherever reasonably practicable.

7 HSEQ

This section outlines the systems, processes and controls that will be applied by EWMG to manage Health, Safety, Environment and Quality ("HSEQ") matters in Ghana. These arrangements are designed to ensure that HSEQ risks are systematically identified, assessed, controlled and monitored throughout all phases of project delivery.

EWMG will align its HSEQ approach with Exceed's established management systems, applicable Ghanaian regulatory requirements, client requirements and recognised industry good practice. Project-specific risk management arrangements will be developed and applied as required for each scope of work.

Exceed considers the systematic implementation of an effective integrated QHSEMS to be vital to safe and reliable project delivery. The QHSEMS provides the framework for systematic management of quality, health, safety and environmental matters across the Exceed organisation and aims to ensure safe, environmentally responsible and reliable operations in accordance with defined policies, practices, processes and standards.

7.1 Certifications and Management System

Exceed operates an integrated HSEQ Management System externally audited by Lloyd's Register (LRQA). The current proposal material records the following certifications:

- **ISO 9001:**2015- Quality Management Systems
- **ISO 14001:**2015- Environmental Management Systems
- **ISO 45001:**2018- Health and Safety Management Systems
- **ISO 27001:**2022- Information Security Management Systems

The structure of Exceed's QHSEMS follows a five-tier document model:

Level	Document type
Level 1	QHSE policy statements and Corporate Major Accident Prevention Policy
Level 2	Policy arrangement documents
Level 3	Procedures
Level 4	Forms, templates and technical guidelines
Level 5	Guidance documents

7.2 HSE Integration into Well Delivery

HSE management and standards are fully integrated into the Exceed Well Delivery Process and Decommissioning Design and Execution Process. HSE is considered throughout planning and operational phases to ensure that risks to people, the environment, assets and reputation are reduced to As Low As Reasonably Practicable (ALARP).

Project-specific HSEQ requirements will be assessed during the planning phase and compared with Exceed's internal standards, client standards and applicable Ghanaian requirements. Where standards differ, the more stringent or appropriate standard will be selected where reasonably practicable.

7.3 Permits, Licences, Authorisations, Notifications and Consents (PLANC)

All regulatory submissions associated with EWMG's activities in Ghana will be managed in accordance with applicable Ghanaian laws, regulations and client requirements. Responsibility for formal regulatory submissions will be agreed on a project-by-project basis, depending on the contracting structure, operator requirements and the nature of the scope being delivered.

Where EWMG supports an operator or client, EWMG may provide technical input, documentation, local interface support and advisory assistance to facilitate the preparation of accurate and comprehensive regulatory submissions. This may include support in relation to permits, licences, authorisations, notifications, consents and other approvals required for planning and execution of well management or related project activities.

EWMG will draw on Exceed's established systems and experience in regulatory planning and compliance management to support the timely identification, preparation and tracking of applicable regulatory requirements. Where appropriate, Exceed may provide access to regulatory planning and tracking tools and processes to improve visibility of approval timelines, support coordination between stakeholders and reduce the risk of delays in obtaining required approvals.

7.4 Quality Assurance

Exceed's Quality Management System supports consistency of delivery and provides the processes required to manage governance, management responsibility, planning, authority and communication, document control, management review, resource management, procurement, project delivery, monitoring, measurement and continual improvement.

Quality requirements relating to personnel, competency, procurement, project delivery and HSEQ are underpinned by Exceed's management system. Through EWMG, these requirements can be applied to Ghanaian projects to provide a consistent, auditable and controlled delivery framework.

8 GOVERNANCE, COMPLIANCE AND ESG

8.1 Commitment to ESG

Exceed is committed to reducing the environmental impact of its projects and supporting the energy transition. Exceed's approach seeks to reduce emissions through design, contracting strategy, operational management, efficient logistics, technology selection, fuel efficiency and, where appropriate, certified carbon offset options.

Environmental considerations are integrated into the planning and close-out stages of well projects, with lessons learned and successful initiatives carried forward to future operations. Through EWMG, these principles can be applied in Ghana to support practical emission reduction, responsible operations and continuous improvement.



OWI2022 Award

8.2 Anti-Bribery, Corruption and Business Ethics

Exceed's policy is to conduct all business in an honest and ethical manner. Exceed takes a zero-tolerance approach to bribery and corruption and is committed to acting professionally, fairly and with integrity in all business dealings and relationships wherever it operates.

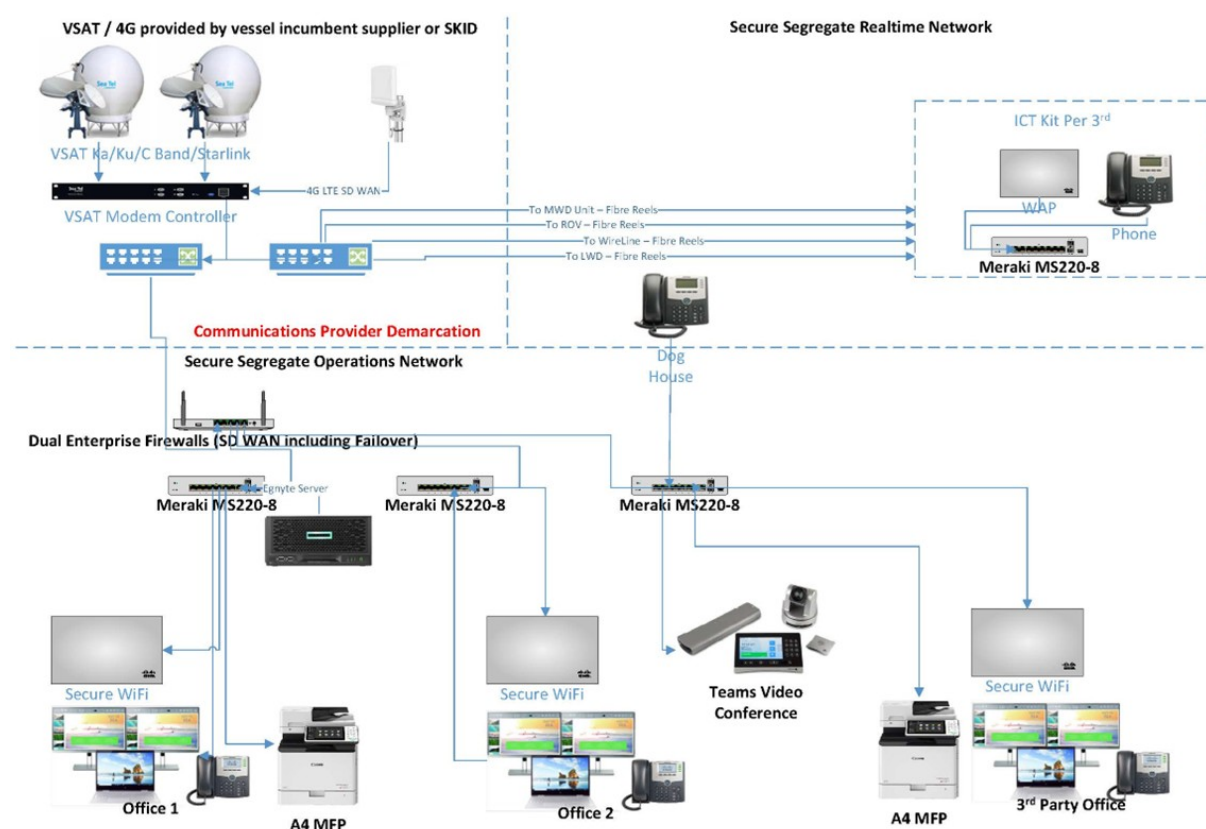
Exceed will uphold all laws relevant to countering bribery and corruption in the jurisdictions in which it operates, including applicable local law and relevant international standards such as the UK Bribery Act 2010, the U.S. Foreign Corrupt Practices Act and the OECD convention on anti-bribery where applicable.

Policy area	Policy name / reference
Anti-bribery and corruption	Anti-Bribery & Corruption Policy- EXCEED-PD-CP-008
Human rights / labour standards	Anti-Slavery & Human Trafficking Policy- EXCEED-PD-CP-009
Speak-up / ethics reporting	Whistleblowing Policy- EXCEED-PD-CP-010
Tax compliance	Anti-Facilitation of Tax Evasion Policy- EXCEED-PD-CP-013
Sanctions and trade controls	Sanction & Trade Control Policy- EXCEED-PD-CP-014
ESG	ESG Strategy Policy- EXCEED-PD-CP-041

8.3 ICT, Data Management and Cyber Security

Exceed's ICT and data management capability supports secure project delivery across multiple locations. This includes secure data management, real-time data interfaces, network security, end point security, project information management and 24/7 support where required.

For Ghanaian projects, EWMG can draw on Exceed's ICT infrastructure, data management processes and cyber security controls to support secure collaboration between client teams, Exceed specialists, in-country personnel, offshore teams and relevant project stakeholders.



ICT / Rig Network Overview

8.4 Independent Verification and Client Assurance

Exceed has been subject to UK regulatory and client-instructed management system audits by recognised industry experts. Current proposal material identifies audits and reviews by a range of operators and clients, supporting the maturity of Exceed's well management capability.

This assurance history provides additional confidence that Exceed's systems, procedures and delivery model can be applied to EWMG's Ghanaian activities in a structured, compliant and auditable manner.

9 CORPORATE RESPONSIBILITY

EWMG behaves responsibly in all aspects of our business to create an environment that helps us to successfully deliver our business plans, continue our growth strategy, and contribute to social and economic development, both within and outside of our core business activities, in the countries in which we operate.

Corporate Responsibility means:

- delivering returns for our shareholders and providers of capital to the business;
- managing our business ethically and with integrity;
- engaging and responding in a genuine way with all our stakeholders;
- keeping our people safe and minimising our impact on the environment;
- being a rewarding, challenging and great place to work;
- building long-term sustainable supplier relationships;
- creating real opportunities for local people and local enterprise development;
- working with and supporting our local communities.

Our goal is for Exceed to provide excellent support and service in the development of new oil producing countries, to have made a significant contribution to real progress in economic and social development in those countries and, above all, to be a company that delivers on its responsibilities.

With regards Stakeholder and local community engagement we would draw your attention to the section on Corporate Social Responsibility and in particular the Exceed Trust. We are particularly proud of the work done by the Trust, a UK registered charity, which to date has donated and distributed over \$250,000 to a number of worthy causes in Angola, Indonesia, UK and in particular Ghana.

We feel as an organisation that CSR should never be simply regarded as compliance to local content legislation or ad hoc donations to highly visible causes. It should be measured in making a lasting and meaningful difference, when possible, with genuine hands-on involvement in the communities in which we are privileged to work. The Trust focuses in particular on the lives of children who have been marginalised by their local social economic circumstances.

9.1 Corporate Social Responsibility

A fundamental pillar of Exceed's corporate philosophy is to engage with the countries it works in and, as well as helping to develop its oil and gas industry, help in other ways such as charitable causes or localization and capability development initiatives.

As part of this the Exceed Trust was established in 2008 as a registered charity with the singular purpose:

“to make a lasting difference to the lives of children marginalised by circumstances versus capability”

We believe that Corporate Social Responsibility means more than compliance to local content legislation or ad hoc donations to highly visible causes. To Exceed CSR means authentic hands on involvement in areas where we have an opportunity to make a meaningful and lasting difference to the communities in which we operate. Projects are funded by a combination of direct company contributions and a variety of staff fundraising activities, with in excess of \$250,000 donated so far to UK and international projects.

Building of Becky's Home – Ghana

Exceed's closest association with any one CSR project is actually in Ghana where **prior to the establishment of Exceed Ghana** it **had** been working **there earlier** for over six years. For the past ten years it has worked closely with Becky's Foundation a local NGO in Ghana. Becky's Foundations runs a children's home for 60+ orphaned and vulnerable children rescued from dangerous child labour in the fishing industry. Some two years ago they were evicted from their rented premises and were sleeping rough in two small rooms with no sanitation, running water or electricity at a local day care centre. Exceed personnel working in Ghana started taking down essential supplies – clothes, shoes, books and medicine and even Aberdeen Football Club strips.

UK fund raising included a ceilidh, two-day sponsored bike ride and bake and book sales. Over the course of a year the Trust purchased land and raised sufficient funds to build a new house, purchase a mini bus and, most recently, fund a connection to mains water.

The new home was opened in person by Exceed's legal director in September 2015 and the children now have a thriving vegetable garden, chickens and two more live-in house mothers. The Trust will continue to support Becky's in projects that will help them achieve a level of sustainability, attract volunteers and seek additional sponsors. This was a particularly exciting and rewarding project for the Trust and all Exceed staff and personnel and one that has reaffirmed its CSR commitment to partner with local NGOs whenever we enter a new territory.



Exceed Trust

10 ATTACHMENTS

10.1 HSE Statistics



HSSE Statistics

31st December 2025

Exceed

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1 EXCEED STEWARDABLE – 2025 LAGGING HSSE STATISTICS

HSE Statistics		EXCEED Personnel Only											
Year	Annual Exposure Man-hours	Cumulative Exposure Man-hours	Annual LTI Rate (per 200,000 hrs)	Annual TRIR Rate (per 200,000 hrs)	FAT	LTI	RWC	MTC	FAC	NM	Env	HIPO	Legal Breach
2016	50,450	585,899	0.0000	0.0000	0	0	0	0	1	0	0	0	0
2017	115,632	701,531	0.0000	0.0000	0	0	0	0	0	0	0	0	0
2018	128,800	830,331	0.0000	0.0000	0	0	0	0	0	0	0	0	0
2019	107,592	937,923	0.0000	0.0000	0	0	0	0	0	0	0	0	0
2020	125,720	1,063,643	0.0000	0.0000	0	0	0	0	0	0	0	0	0
2021	136,696	1,200,339	0.0000	0.0000	0	0	0	0	0	0	0	0	0
2022	76,100	1,276,439	0.0000	0.0000	0	0	0	0	0	0	0	0	0
2023	104,358	1,380,797	0.0000	0.0000	0	0	0	0	0	0	0	0	0
2024	267,276	1,648,073	0.0000	0.0000	0	0	0	0	0	0	0	0	0
2025	152,389	1,800,462	0.0000	0.0000	0	0	0	0	1	0	0	0	0

2 EXCEED STEWARDABLE & NON-STEWARDABLE – 2025 LAGGING HSSE STATISTICS

HSE Statistics		EXCEED Projects – Including Drilling Contractor and Service Company Personnel etc.											
Year	Annual Exposure Man-hours	Cumulative Exposure Man-hours	Annual LTI Rate (per 200,000 hrs)	Annual TRIR Rate (per 200,000 hrs)	FAT	LTI	RWC	MTC	FAC	NM	Env	HIPO	Legal Breach
2016	502,118	18,938,971	0.0000	0.0000	0	0	0	0	1	0	0	0	0
2017	450,788	19,389,756	0.0000	0.4436	0	0	1	0	2	0	0	0	0
2018	463,072	19,852,828	0.0000	0.86	0	0	0	2	3	0	1	0	0
2019	407,128	20,259,956	0.0000	0.56	0	0	0	1	0	0	0	0	0
2020	301,009	20,560,956	0.0000	0.0000	0	0	0	0	1	1	1	0	0
2021	768,755	21,329,711	0.5203	0.5203	0	2	0	0	2	1	2	0	0
2022	413,869	21,743,580	0.0000	0.966	0	0	1	1	5	7	5	1	1
2023	546,623	22,290,203	0.36	0.73	0	1	1	0	3	10	0	2	0
2024	942,373	23,232,576	0.42	0.84	0	2	1	1	6	12	6	1	0
2025	1,024,969	24,257,545	0.585	0.78	0	3	1	1	5	17	0	1	0



EXCEED

A KENT COMPANY

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Exceed is the trading name of the following companies:
Exceed (XCD) Holdings Ltd, Exceed Performance Ltd, XCD Ltd, Exceed (XCD) Canada Ltd, Exceed Torridon Ltd,
Exceed Torridon Ltd (Namibia Branch), Exceed i-Vision Ltd, Exceed MPR Ltd, Exceed Norge AS,
Exceed Well Management Ghana Ltd, Exceed Mexico Ltd S. de R.L. de C.V., Exceed Australasia Pty Ltd.



10.2 Ghana Local Content Extended 1-10 Year Plan

1 Accra									
	Position	Technical / Other	Basis of Work (Year 1)	Year 1	Year 2	Year 3	Year 4	Basis of Work (5 Years)	Basis of Work (10 Years)
1	Project Manager	T	Expat	Expat	Expat	Expat	Expat	Expat	Expat
2	Drilling Supt 1	T	Expat	Expat	Expat	Expat	Expat	Expat	Ghanaian Trainee
3	Drilling Supt 2	T	Expat	Expat	Expat	Expat	Expat	Expat	Ghanaian Trainee
4	SDE 1	T	Expat	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian
5	SDE 2	T	Expat	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian
6	SWT Eng 1	T	Expat	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian
7	SWT Eng 2	T	Expat	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian
8	Office Liaison Officer Accra)	O	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
9	HSEQ Supt 1	T	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian
10	HSEQ Supt 2	T	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian
11	Ops Geologist 1	T	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian
12	Ops Geologist 2	T	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian
13	Office Driver	O	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
14	Contracts & Procurement	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
15	Cost Controller	T	Expat	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
16	Invoice Processing	O	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
17	Office Admin	O	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
Takoradi									
18	Office Liaison Officer (Tako)	O	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
19	Logistics Coordinator 1	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
20	Logistics Coordinator 2	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
21	Administrator	O	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
22	Office Driver	O	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
23	Office Admin	O	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
24	Pipe Yard Base Supv	T	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
25	QA/QC	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
Offshore									
26	SDSV 1	T	Expat	Expat	Expat	Expat	Expat	Expat	Ghanaian
27	SDSV 2	T	Expat	Expat	Expat	Expat	Expat	Expat	Ghanaian
28	NDSV 1	T	Expat	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian
29	NDSV 2	T	Expat	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian
30	ODS 1	T	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian
31	ODS 2	T	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian
32	HSEQ 1	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
33	HSEQ 2	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
34	Perf Eng 1	T	Expat	Expat	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
35	Perf Eng 2	T	Expat	Expat	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
36	ODMC 1	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
37	ODMC 2	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
38	WDE	T	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
39	WDE	T	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian	Ghanaian
40	WT Eng 1	T	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Expat	Ghanaian
41	WT Eng 2	T	Expat	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Expat	Ghanaian
42	Pet Eng 1	T	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian
43	Pet Eng 2	T	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian
44	WellSite Geologist 1	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
45	Wellsite Geologist 2	T	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian	Ghanaian
46	Wireline QA/Qc 1	T	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian
47	Wireline QA/QC 2	T	Expat	Expat	Ghanaian Trainee	Ghanaian Trainee	Ghanaian	Ghanaian	Ghanaian
	Trainees			13	19	12	12	6	2
			\$	-	\$	-	\$	-	\$
	Ghanain Other	% LC	19%	19%	26%	17%	17%	17%	17%
	Ghaniain Trainee	% LC	4%	28%	38%	34%	45%	55%	77%
	Expats	% LC	77%	77%	74%	49%	38%	28%	6%
			100%	123%	138%	100%	100%	100%	100%



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Exceed Well Management Ghana Ltd, Exceed Mexico Ltd S. de R.L. de C.V., Exceed Australasia Pty Ltd.

