

Corporate Social Responsibility & Governance

Annual Report 2023



www.dietsmann.com

Smart maintenance solutions for continuous production plant

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Introduction

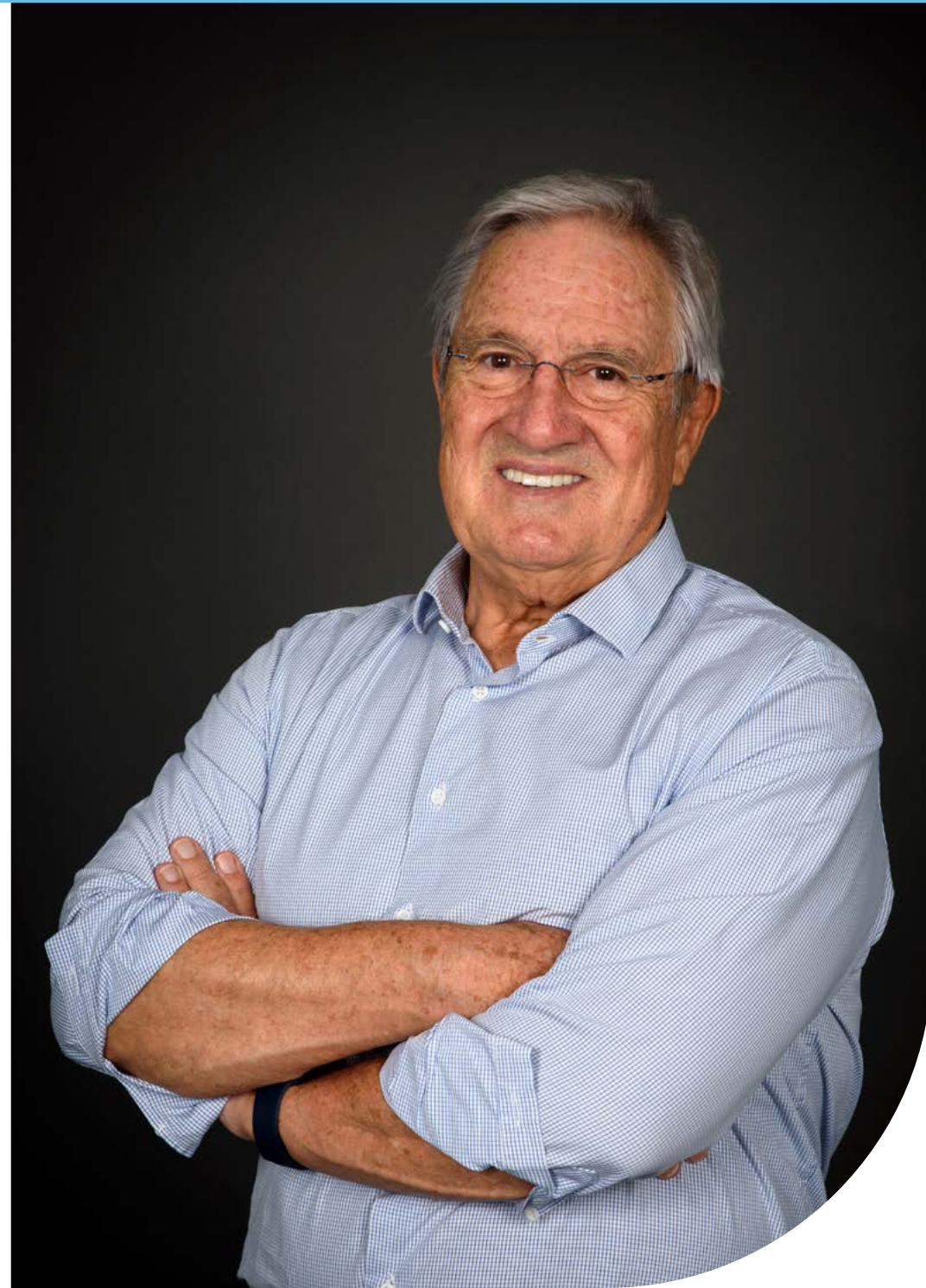
Message from the Chairman

This report provides a high-level overview of Dietsmann's CSR and ESG performance for 2023, but also highlights our key achievements and the areas where our company continues to make progress, such as reducing emissions through the use of new technologies and promoting a safe working environment to ensure the well-being of our employees.

We all understand that in the long term the world will transition away from fossil fuels and that demand will ultimately plateau. This being said, the world came to the realization that the energy transition is a long process and that until then, it will be necessary to support energy production companies in maintaining the proper functioning of their production facilities which, will need more and more maintenance.

Dietsmann is set to fully exploit the increased activity not only in terms of maintenance activities but also with more focus on emission reduction. And as we all know, better maintenance leads to less emissions.

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Dietsmann have been investing in new technologies for many years. Digitalisation, data collection and data interpretation assisted by machine learning and artificial intelligence, the developing of digital twins, autonomous intelligent Atex approved inspection and maintenance robots as well as our new gas-finder robot that can detect micro methane and CO₂ leaks, are examples of both in-house as well as external developed technologies that Dietsmann is bringing to our clients to assist them in meeting Zero methane emissions targets by 2030 and Net Zero Targets by 2050.

Our great team of empowered employees and management overcame many challenges in the past and Dietsmann will take on any new challenges with great determination, to support its clients achieve their emissions reduction targets and also do everything possible to achieve its own carbon neutrality targets, during this long period of energy transition.”

Yours Sincerely,



Peter Kütemann, Founder & Chairman



Transparency & Reporting

This Report has been prepared following the guidance provided by:

- The United Nations Global Compact (UNGC),
- The Global Reporting Initiative (GRI) standards,
- The guideline (version 3.0) of the European Federation of Financial Analysts Societies (EFFAS) for the key performance indicators for Environmental, Social & Governance Issues (ESG)
- The Corporate Sustainability Reporting Directive (CSRD) that will enter into force in 2025 for Dietsmann.

In preparing this voluntary report Dietsmann's aim has been to disclose, **as transparently as possible, its commitments, actions and areas of improvement towards sustainability.** This Report, therefore, covers significant social and environmental impacts associated with the Group's global operating activities. The data in this Report is as at 31 December 2023 unless stated otherwise. For the purpose of comparison, additional data related to the latest consecutive years is also provided.

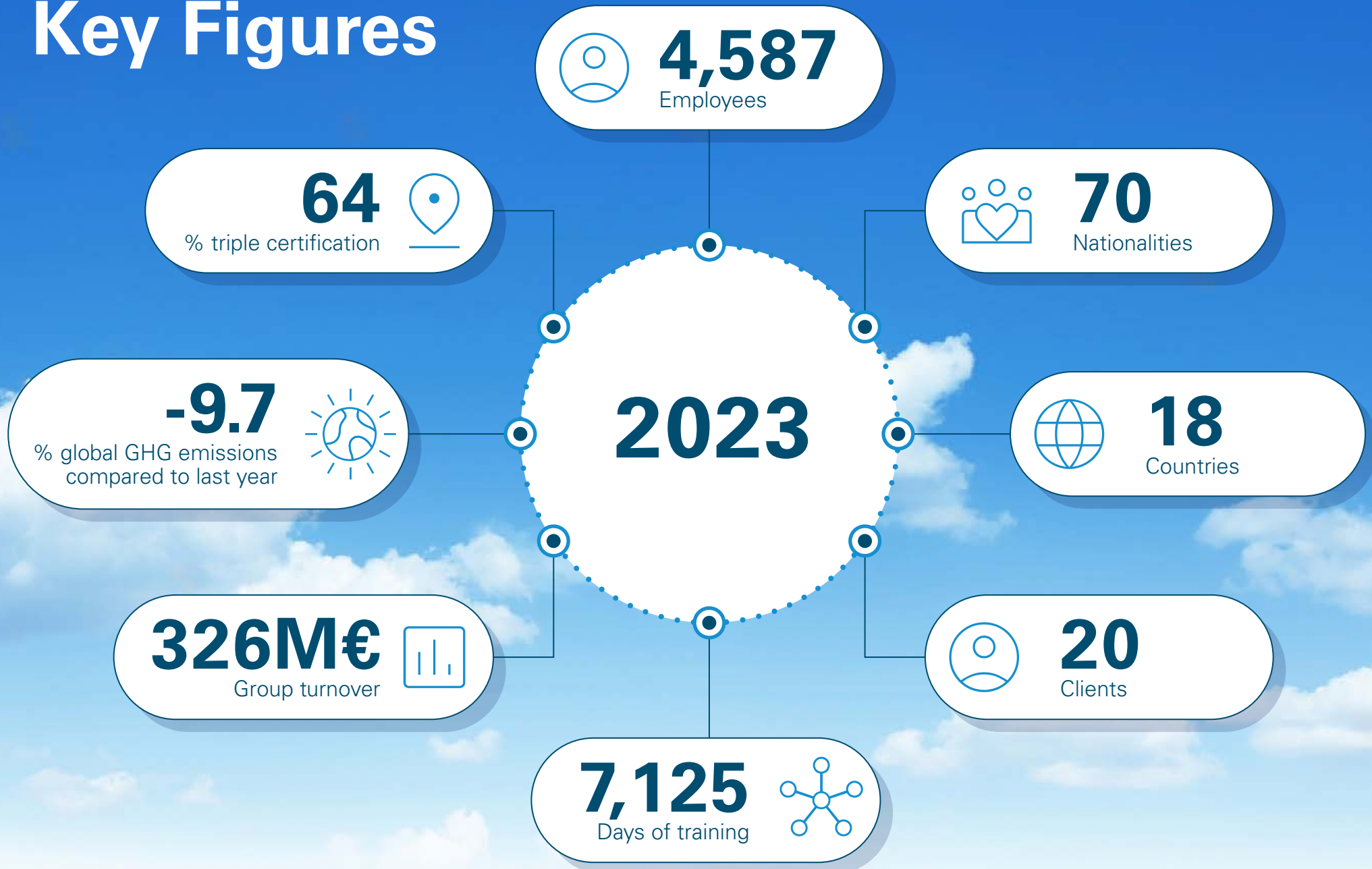
Data from all the Group's subsidiaries is collected, analyzed and consolidated in a due diligence process. This means the reporting data corresponds with the consolidated data of all subsidiaries based on 100% of Dietsmann's assets, regardless of the Company's economic stake.

Dietsmann's management is responsible for the completeness, accuracy and validity of the information contained in this Report. The data collection and presentation are based on input from internal data collection, data management systems and external stakeholders.

Periodic internal audits are conducted to review the management system, including the procedure for collecting information from assets and the data reported as KPIs. Dietsmann's Board of Directors approved this Report prior to its publication.

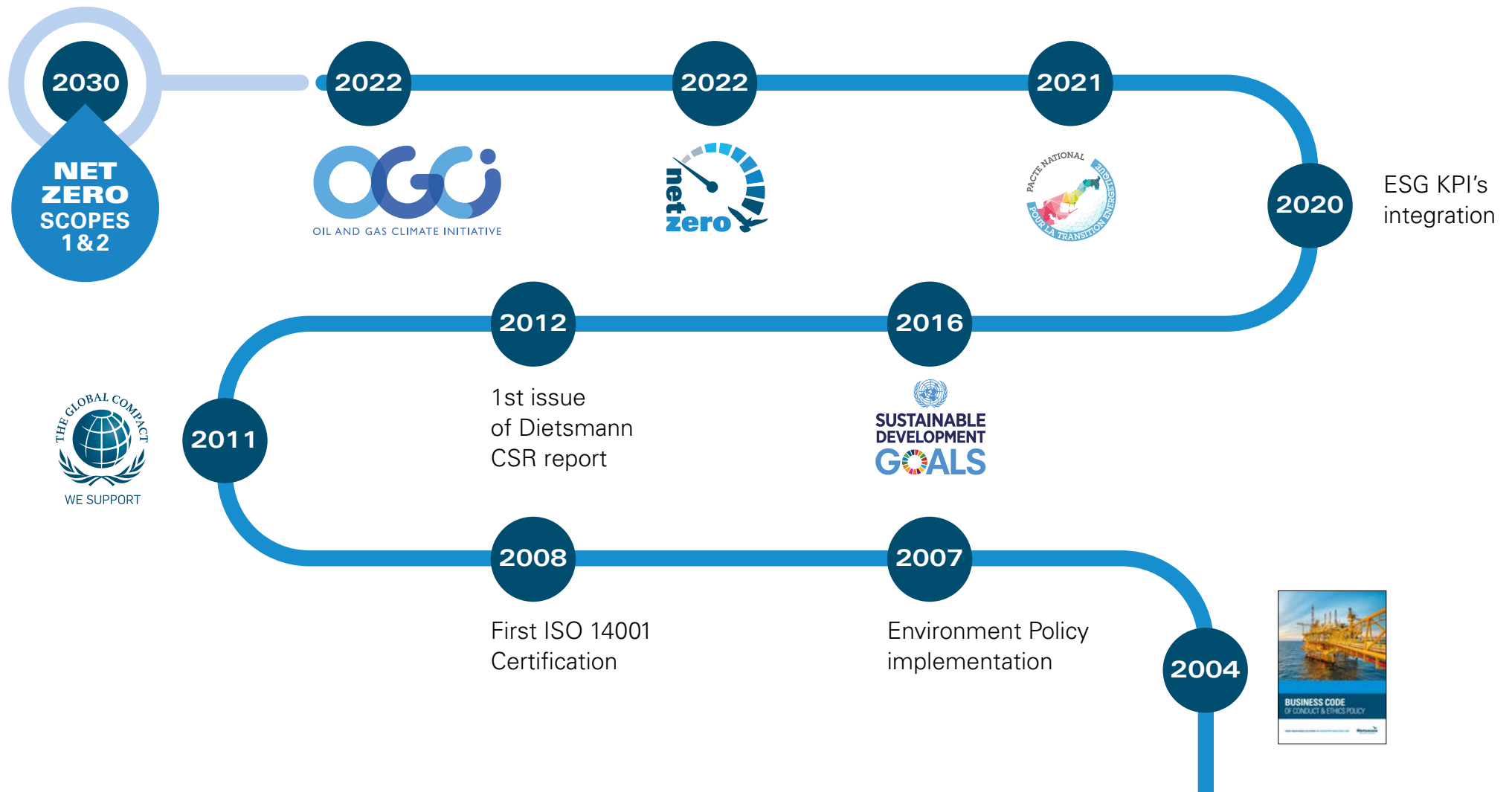


Key Figures



Our Sustainable Journey

We began our sustainability journey **more than two decades ago** and, since the publishing of the first Corporate Social Responsibility (CSR) Report in 2012, we have **continuously implemented improvements and achieved significant progress**. Our commitment to a fairer, cleaner and more prosperous future keeps growing as the Company aims to be an active and exemplary actor in the energy transition.



Governance



Message from the CEO

The safety culture at work is a company organizational principle that gives a high level of importance to all HSE related issues. It involves beliefs, values and behaviors that are shared by the majority of workers at the firm.

It can be qualified as “the way we do things around here.” A high value of this factor can translate into an improvement in health and safety at work and corporate performance.

To assess the level of safety culture in our organization, I keep asking the following questions to myself and my collaborators:

- How important is workplace safety in our organization?
- How much perception do our workers have of their commitment?
- Are they aware of the objectives and performances achieved?
- Are they aware of the risks related to the processes they are engaged in?
- Is safety an important issue in all processes, or are some of them excluded?
- Is anyone compromising to save money?
- Do we keep evaluating what our workers think about certain issues or do we just stop at the classic training?

Safety culture is something that must come before compliance with mandatory requirements. It is, in fact, a corporate state of intents that demonstrates the direction of your company from a safety perspective.

Understanding what influences our organization's culture can be miningful. The management of change must take into account the attitudes and behaviors of our workers in relation to the risks linked to health and safety in the workplace. For a process of evaluating and improving the safety culture to be successful, it must start from management.



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Strong leadership and management commitment are directly related to performance as it shows to employees what actions will be rewarded, tolerated or punished, which in turn influences what actions and behaviors our workers will take.

The largest possible involvement of all human resources while managing the safety culture is fundamental. Like any requirement, the one for workplace safety culture must involve assessment, definition of goals, activity planning, monitoring and protocol review.

There is a number of key elements that are necessary to promote and achieve a high level of safety culture at the firm. We indeed communicate company values and link behaviors with those decisions and objectives expected, supported and evaluated by the management. Corporate values may vary from company to company, and may originate from incident statistics (HSE records) or preventive activities. In our company, the actual message while approaching any safety matters, is that HSE is part of our values as well as daily actions, and must not be seen as a “cost.” This is addressed through company policies on health and safety at work, training and information activities for workers. We keep motivating and inspiring our people to work, towards achieving a goal or result, by sending clear and consistent messages on the importance of health and safety at work.

We keep ourselves focused on ensuring the highest possible consistency of safety findings. The documentation and the results of any HSE analysis must indeed be suitable and workable to those who use them to protect their health and safety at work. We also promote activities that encourage managers, operators and subcontractors to challenge unsafe behavior and attitudes. This enhances the likelihood that positive attitudes and beliefs become shared values, resulting in a good level of workplace safety culture.

Meaningful two-way communication is key to increasing awareness of the dangers and related risks as it allows our company to implement the necessary preventive behaviors among employees.

Proactive identification and control of hazards as well as risk exposure are mandatory requirements, but they are also cornerstones while building a safety culture that can possibly bring safety beyond legal compliance alone. We always require our field senior staff to communicate clearly and concisely, in oral and written formats, to ensure the performance management. We are also active listeners because if we do so then we are more likely to understand, consequently, all the possible nuances such a complex matter brings along. The senior management keeps improving their knowledge of operational health and safety by getting involved in processes that affect the people doing the actual work or specific tasks.

We have developed various methodologies to collect feedback on the effectiveness of safety culture, actions and other safety-related behaviors (as always: data and evidence). This approach allows our organization to continuously fine-tune and improve our ability to complete the tasks above. This is an activity that we generally carry out during the management review.

KMP

Dietsmann invests deeply in staff training, at every level of the company.

We have in fact felt the importance to provide our Company with a group of people, attentively evaluated by Country, Site and Department responsible, and selected by the Vice Presidents and myself, who can take on key management roles at the firm. This initiative offers both people and the company an excellent opportunity to keep performing at very high level for many years to come. In order to create a pool of managers for the future, we organize internships for our management profiles which are called Key Management Path (KMP).

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Some of the trainees are already in management positions, and others of them have been identified as potential emerging leaders within their business unit or department. Either way, this program focuses on technical competences and leadership. True leadership is not about position or job title; it is about the influence each of us has to impact the people and working environments in our vicinity every day, both at work and in our personal lives.

The participants in this program learn the most important elements of leadership under the guidance of highly qualified external trainers. For the specific technical subjects, our Department Directors and Managers in Monaco guide them through all the main matters their management profession may require handling.

Furthermore, real case studies are proposed to the trainees (e.g. customer relations, trade unions, public authorities) so that they can become even more familiar with conflict management and the resolution of complex issues.

We are convinced that this type of selection and training can provide staff with all the elements necessary for the fulfillment of their functions. It also gives the management some valuable information for further assessment and reflection to improve the career development program for future managers.

The path to Net-Zero

Our company is committed to a path to reduce emissions that will lead us to be carbon neutral by 2040. This is certainly an ambitious plan, but also decidedly important for the health of planet earth and living beings.

Dietsmann has come up with a rather busy program of activities and has drawn up a series of checks to make sure the reduction in emissions will follow our plan. The results achieved so far are very encouraging and show a rather pronounced downward trend.

In the path undertaken, it is essential to be able to carefully measure the parameters linked to pollution in such a way as to be able to recalibrate the strategy

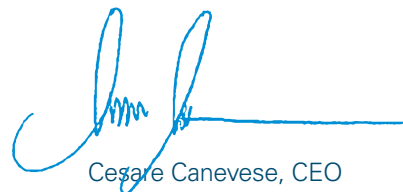
from time to time. There are, in fact, emissions of various kinds that come from very different sources. Our activity, although it supports our clients, as Dietsmann is by nature a service provider, involves the use of means of transportation and equipment, as well as products that have an impact on the environment.

The choice of employing eco-friendly products as well as the search for synergies between the various activities allow Dietsmann to provide services with a reduced environmental impact compared to the past, while keeping very high levels of quality, safety and performance.

From a strictly operational point of view, our line of products and services with high technological content (4.0) which includes robotics and predictive maintenance, constitutes a further opportunity of supporting our clients in reducing emissions on production sites and power plants.

In fact, these are initiatives aimed at optimizing the management of the plants through a program of continuous checks and predictive analysis that aim at searching for failures before they may possibly have an impact, not only on production, but also on emissions (flaring).

The implementation of robotics on sites must obviously also and above all be seen as an effective way of management for all those unmanned installations that may require the intervention of personnel transported by sea, land or air. Having robots that can operate the equipment autonomously will allow to reduce, if not eliminate, emissions due to transportation to those sites.



Cesare Canevese, CEO

Ethics and Compliance

Our sector is currently undergoing major transformation and being closely scrutinized. Because of this we are taking more care than ever to ensure that, as we evolve, we continue to respect our values and remain a viable and trustworthy partner.

Compliance is not merely a set of bureaucratic procedures; it is an integral aspect of **efficient organizational management** that delineates standards for internal controls and risk management. When these standards are enforced effectively they contribute towards increasing operating efficiency, minimizing errors and complications and ensuring the **realization of the Company's strategic goals**.

Compliance acts as a shield, protecting the Company's image by demonstrating to stakeholders that it operates ethically and responsibly. By establishing **strong compliance** frameworks, businesses can **mitigate reputational risks** and **earn the trust and loyalty of their stakeholders**.

To ensure we carry out activities in a responsible way we implement a **zero tolerance policy for ethics violation**. Our monitoring is, therefore, focused mainly on the adoption of ethical standards aimed at **combating corruption, fraud and influence peddling**. We also ensure the protection of personal data. Compliance with all relevant legislation and regulations is monitored by the Legal and Compliance department and the internal and external auditors. Our Business Code of Conducts and ethics policy provides the framework for our approach to responsibility in terms of management ethics, integrity and legal compliance as well as our responsibilities to our employees, society and the environment.



Giusi Rimbaudo

Tax Counsel & Compliance Officer

“ In today's ever-changing business landscape, maintaining compliance has become an indispensable practice for any company aiming to achieve long-term success. Compliance plays a vital role in safeguarding a company's reputation by demonstrating its commitment to ethical practice, transparency and accountability that must never be compromised.

Compliance is not only about ensuring a company meets the legal requirements, it also involves managing risks: effective compliance processes help with identifying potential risks and implementing measures to mitigate them proactively.

In Dietsmann we also implement robust compliance measures so that we avoid falling victim to fraud, money laundering or other financial crimes that can disrupt operations and expose us to substantial losses. This is the Importance of Compliance in Business: Ensuring Success and Mitigating Risks! ”

Ethics and Compliance

Highlights

We have never been the subject of any investigation, legal proceedings or incident involving pollution, Human Rights, Labor Rights or ethics.

Economic sanction, trade controls, anti-money laundering

We **comply with all applicable anti-money laundering laws and regulation** and never engage in business aimed at financing or supporting crime or terrorism. **Every transaction** that may pose higher risks is subjected to stringent **pre-approval requirements** and **due diligence**, the result of which determines whether the transaction can proceed or whether it can only proceed subject to additional safeguards.

Anti-Bribery and corruption

We **prohibit all types of corrupt practices**. Our documentation contains rules and procedures designed to prevent corruption. Improper payments related to any and every transaction, whether the transaction be with a government official or with a private party are prohibited. All our employees receive copies of the Company policies and procedures that form part of the Business Code of Conducts and are required to read, understand and follow them. Employees are expected to exercise sound judgment and to show fair and just behavior in their daily interactions with colleagues, customers, suppliers and other business associates.

Procedures & Internal controls

We implement a **grievance mechanism** (Whistle-blower process) to encourage employees to report any violation of our policies and to ensure the **effectiveness of global ethics and compliance programs**.

We have implemented **internal controls and accounting processes** designed to detect and prevent violation of Company policies relating to improper payment and to **ensure accurate books and records**.

All new **business partners** are asked to complete a **Due Diligence Questionnaire** so their values can be assessed and to ensure business partners **abide by all applicable anti-corruption laws and regulations**. This Due Diligence protects the Group companies from being involved in transactions with entities or individuals who are included on an economic sanctions list and/or trade control list.

Training

Every employee likely to interact with government officials (i.e. senior management) received focused **anti-corruption training** in 2021.

Looking forward

100% of the staff will be trained in anti corruption by 2025.

Commitments

Participation in various international initiatives allows us to share knowledge with other proactive actors in different sectors and identify potential synergies that could **drive positive impacts**.

Monaco's National Energy Transition Pact

As a member of Monaco's national energy transition pact (PNTE), we are committed to reducing our greenhouse gas emissions within the principality and have established a strategy around the 3 main axes of the energy transition: Mobility, Waste and Energy management.

For example, single use plastic items have been banned from offices in Monaco and replaced with reusable alternatives such as washable glasses, cutlery and tableware. In addition, environmental awareness sessions are organized on a regular basis to encourage good practices, such as better water and energy use, better waste sorting and reduced printing.



OGCI

In March 2022 the Oil and Gas Climate Initiative, a consortium led by the CEOs of major energy companies from around the world, launched the « Aim for Zero Methane Emissions Initiative ». This initiative will enable them to work together to reduce the warming impact of operational methane emissions.



As a leader in the field of maintenance in this sector we support this initiative and will contribute our expertise of operational sites in order to help achieve this ambitious goal.

United Nations Global Compact

In 2011 we decided to participate in the United Nations' efforts to improve the World through the biggest proactive network possible and became a signatory of the United Nations Global Compact.

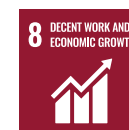


WE SUPPORT

In 2021, after a decade of involvement with the United Nations Global Compact project, we decided to upgrade our membership to the participant level. In addition, to report our results and identify areas of improvements and best practices that could be implemented we regularly participate in webinars and programs launched by locals' networks.

SDG's

In parallel, in 2016 we decided to follow the Sustainable Development Goals published by the UN the previous year. We decided to start by focusing on 6 of the 17 Goals :



The SDGs are revised on a regular basis.

European Green Taxonomy

The Taxonomy Regulation is a key element in the European Commission's action plan to redirect capital flows towards a more sustainable economy. Indeed, it represents an important step towards achieving carbon neutrality by 2050, in line with the EU's climate objectives, as the taxonomy is a classification system for environmentally sustainable economic activities.

Dietsmann, as an unlisted company, **is voluntarily presenting** its initial analyses on the calculation of the Taxonomy indicators, i.e. the proportion of the Group's sales, capital expenditure (CapEx) and operating expenditure (OpEx) for the 2023 financial year associated with economic activities eligible for the Taxonomy and linked to the six environmental objectives, in accordance with Article 8 of the Taxonomy Regulation.

A quick reminder of the definitions

"Taxonomy-eligible economic activity" means any economic activity described in the Delegated Acts supplementing the Taxonomy Regulation, whether or not it meets some or all of the technical examination criteria set out in the Delegated Acts.

An economic activity is said to be aligned with the taxonomy when it complies with the technical review criteria set out in the Delegated Acts. It is carried out in compliance with minimum safeguards regarding human and consumer rights, the fight against corruption and bribery, taxation and fair competition. To meet the technical examination criteria an economic activity must make a substantial contribution towards one or more of the environmental objectives, without causing significant harm to any other objective.

By "economic activity not eligible for the taxonomy", is meant any economic activity that is not described in the Delegated Acts supplementing the Taxonomy Regulation.

Work in progress

With the support of PwC, we have begun analysing all the economic activities carried out by the Group to determine which would be eligible and also aligned. At this stage, **we have not identified any eligible activities in terms of the Group's turnover.**

We are currently analysing investments that also meet specific individual criteria in the context of other activities (category (c) CapEx/OpEx, i.e. not linked to a targeted activity) according to the criteria in question. This analysis particularly concerns assets that have been added to our property portfolio, in the form of purchased or leased buildings.



Certifications and Quality

Highlights

- All certifications renewed during the year
- Lean 6 Sigma principles introduced
- CSP (Content Service Platform) Project

Key Figures

100%

Subsidiaries ISO 9001
certificated

98%

Client Satisfaction

Our HSEQ Management System, which also integrates the ISO 26000 aspects, covers the entire range of the products and services offered by all our subsidiaries. The certified subsidiaries are as follow:

ISO 9001, ISO 14001 & ISO 45001	France, Romania, Kuwait, Qatar, Libya, Kazakhstan, Italy
ISO 9001	Angola, Republic of Congo, Monaco, Nigeria, Gabon
MASE (Company Safety Improvement Manual)	France

This approach provides a real added-value for clients as it ensures a continual respect of clients' requirements, a continual improvement of services and a commitment to maintaining the focus on long-term standards.

Lean 6 Sigma principles implementation

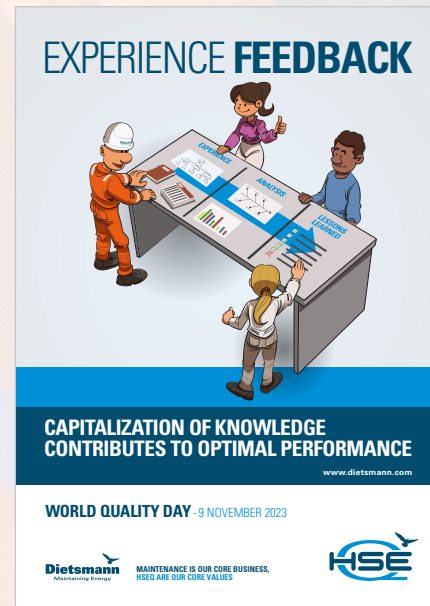
Lean Management is a management and work organization method aimed at improving a company's performance and, more specifically, **the quality and profitability** of its output. Lean Management optimizes processes by reducing time spent on non-value-added tasks (unnecessary operations or transport, waiting, overproduction, etc.), causes of poor quality and complications. In ITER project, this method is being implemented and supported by a substantial management commitment input to ensure employees work in the best conditions. Ultimately there are two main objectives: **Complete customer satisfaction and the success of each employee.**

Certifications and Quality

World Quality Day

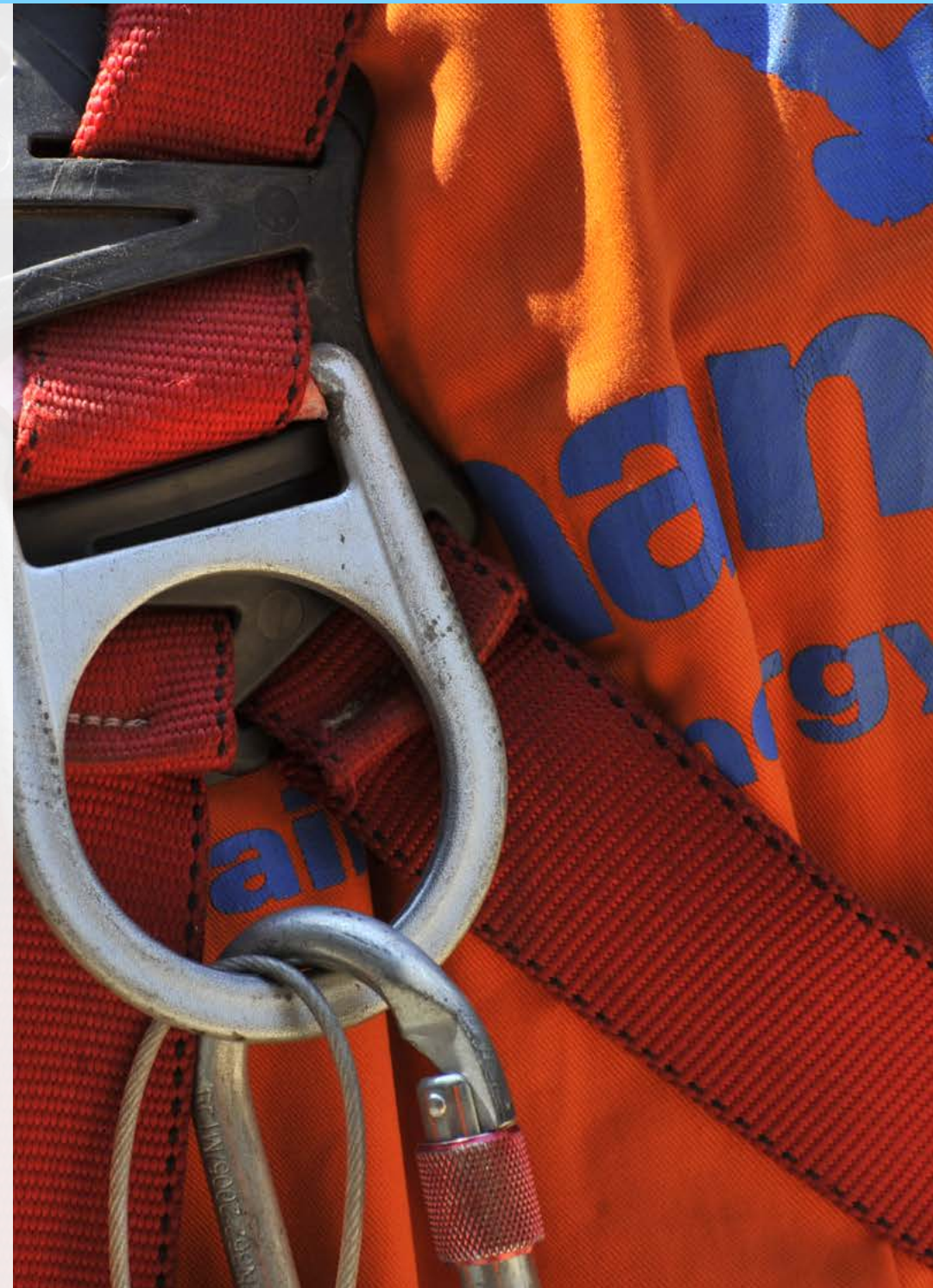
Capitalization of Experience

Knowledge and experience are assets of a Company. They are essential for coming up with original products and services, and to enable continuous improvement. Elements like this will be recorded and analyzed before use and then shared within the company. During World Quality Week there was a clear focus on **the importance of analyses** to be performed by multidisciplinary teams and **of lessons learnt to be shared within the company**.



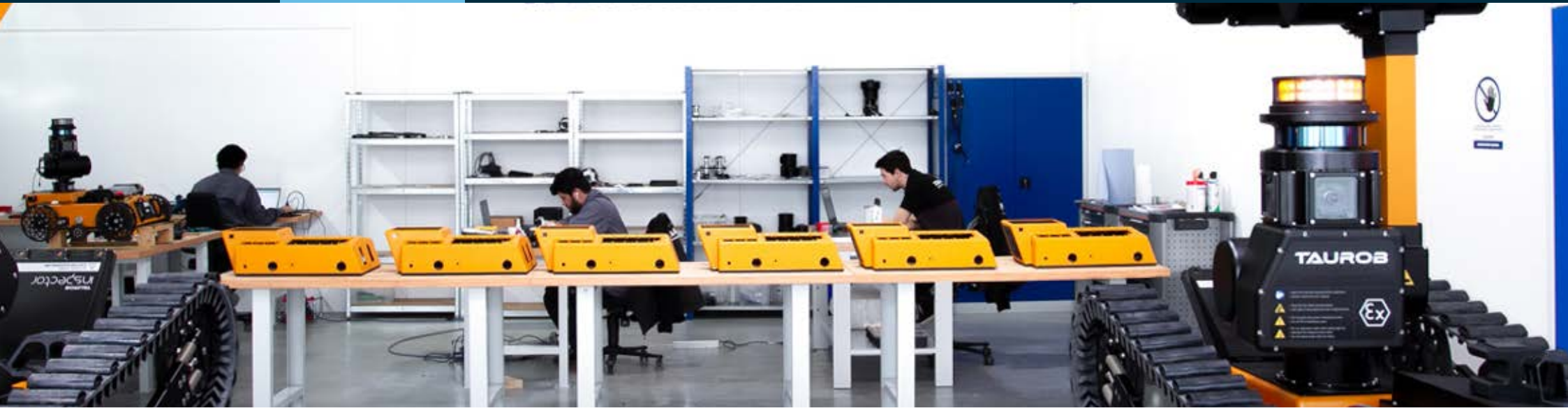
Looking forward

- All subsidiaries to be triple certified by the end of 2025
- New upgrade of HSEQ Observations application
- Finalization of CSP and digitalization of document validation workflow



Innovation & New Tech



**Ionut Enescu**

Vice President Technology

At Dietsmann we view technology as both a means of improving the services we deliver to our clients and an opportunity to streamline internal business processes. 2023 was a year in which our main focus was on the development, together with partners, of a customized digital twin solution.

During the year we also carried out the first long-term deployment of our Taurob Inspector in a live environment. This was on a FPSO on a long-term mission off the coast of Africa. From an operational point of view this deployment was a significant challenge for us, both in terms of integrating robotics into a General Maintenance Contract and from a logistics point of view. This deployment constituted a massive source of learning within the Company which will lead to significant improvement of our robotics proposition.

These undertakings have served as sources of tremendous pride for us and have also shown us where we need to improve.

Our ambitions for 2024 are to develop our Inspector robot further by incorporating the knowledge gained in 2023 and to offer the market the Operator model.

We also aim to accelerate the deployment of digital twins and predictive analytics within our operations. We look forward to 2024 with optimism and with a commitment to deliver technology that serves the business goals of our company.

Robots



Highlights

- Long-term deployment of Inspector Robots offshore

Taurob has introduced three distinct types of **autonomous ground robots** designed specifically for routine operations, maintenance, and inspections in industrial environments. The goal of deploying robots with varied capabilities is to maximize the reduction of greenhouse gases.

Taurob's robots are designed, manufactured, and certified to operate efficiently in potentially explosive atmospheres (ATEX) and unmanned locations. Each robot can function autonomously or be remotely controlled and they are integrated with a cloud platform that provides real-time feedback, reporting, and analytics (also integrating into 3rd party systems).

Looking forward

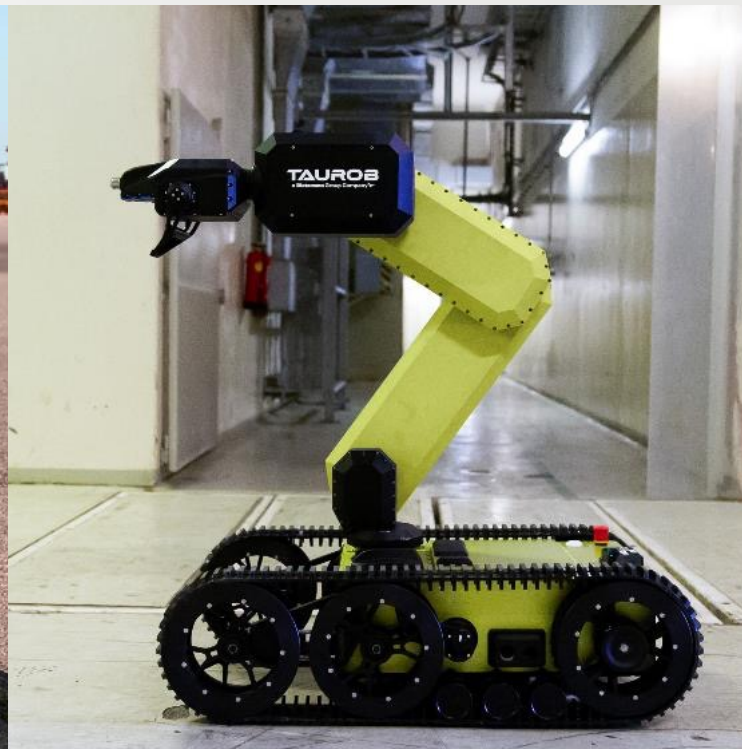
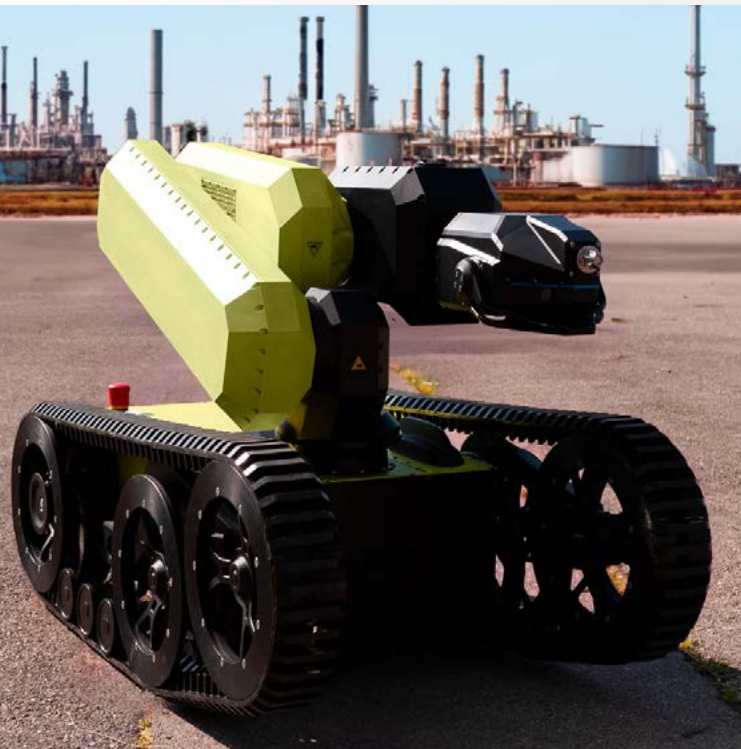
- Roll-out of autonomy-related improvements on the Inspector robot
- Market launch of the Operator robot.



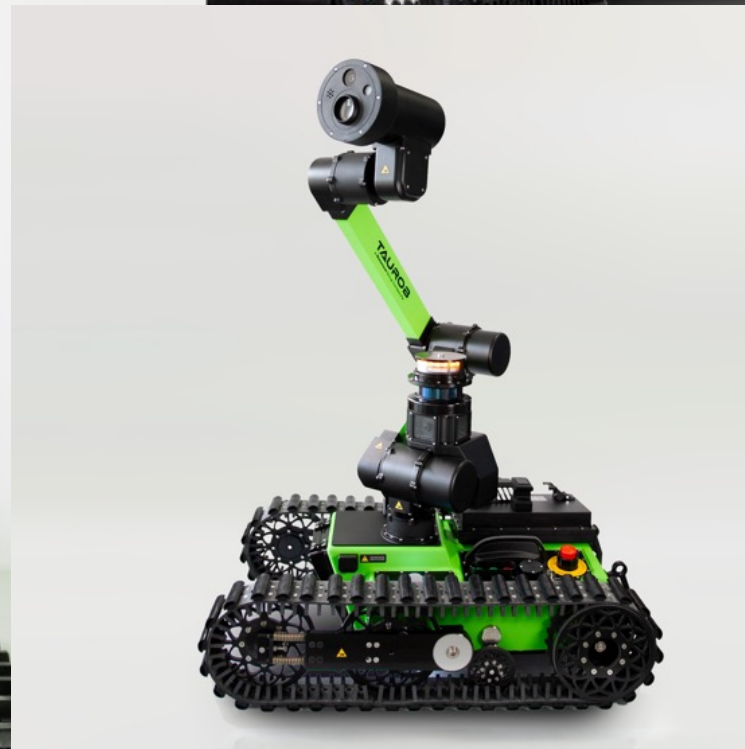
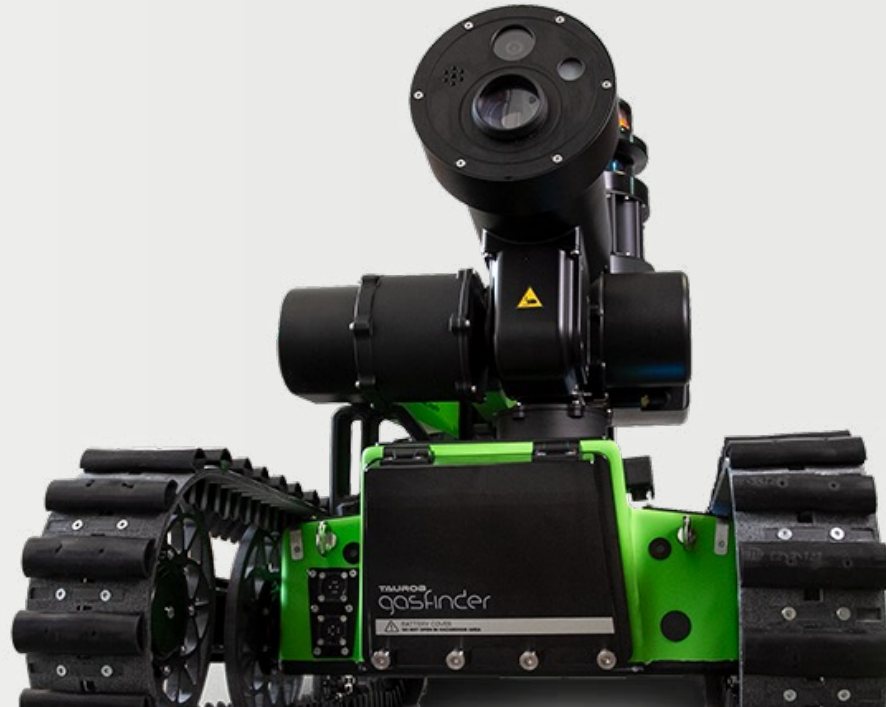
inspector



operator



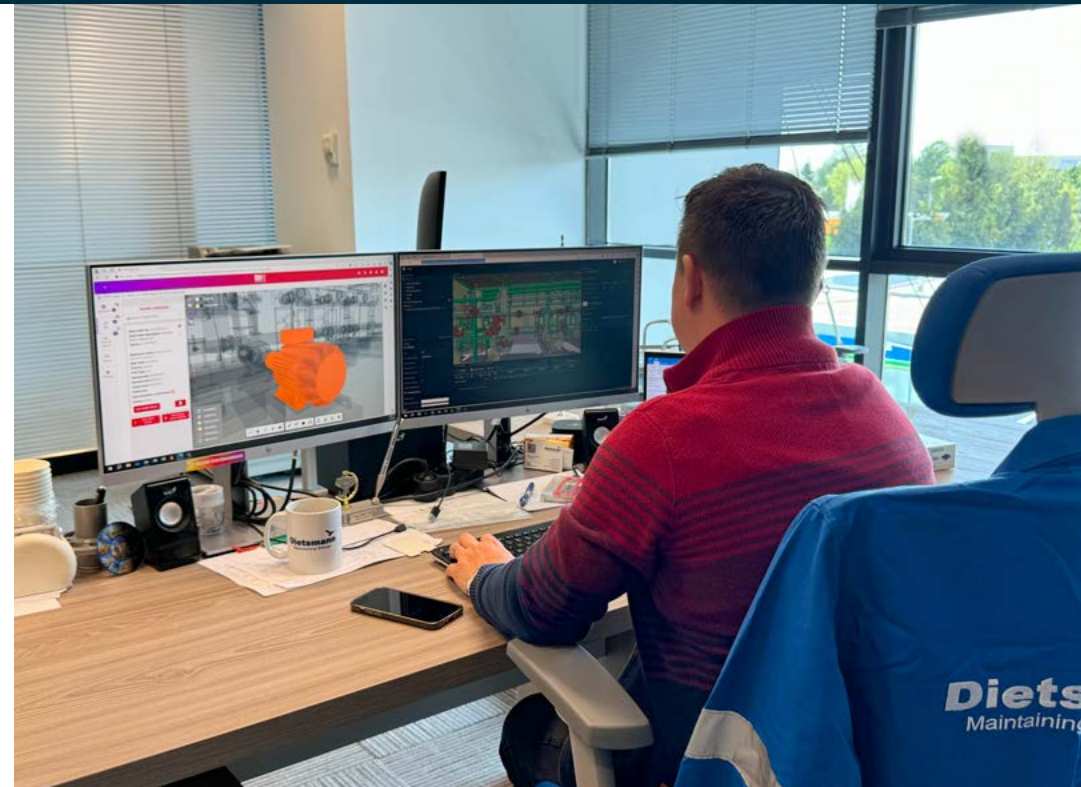
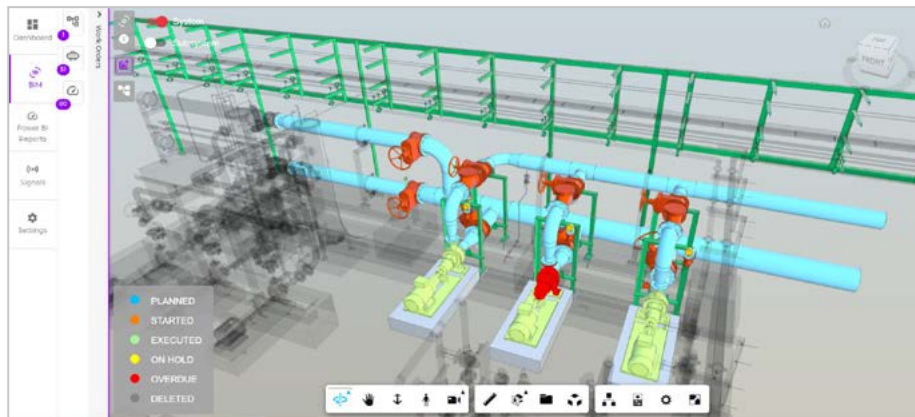
gasfinder



Digital Twin

Highlights

- Pilot development of Digital Twin solution



Digital Twin can be extremely powerful tools for improving Operations & Maintenance in any given facility. During 2023 our focus was on the development, based on our experience, of a level of **Digital Twin customization** that will enable its immediate deployment in existing operations. Our ambition is to roll-out this solution in a full facility and capture the benefits this solution brings in terms of safety & productivity.

Looking forward

- Implement the Digital Twin solution for a full facility

Activities Diversification Examples

To ensure Dietsmann's long-term future we need to fully embrace the transition happening in our sector. This is why we decided early on that we could, and would, capitalize on our long and proven experience in the oil and gas industry by applying it to projects that will be the core of the energy future.



Dietsmann has consistently led the way in maintenance, embracing new technologies, and staying abreast of the energy sector's evolution, particularly in sustainability.

And today we are proud of the ongoing support and partnership with GreenGT while they embark on a new journey in the world of clean motor vehicles with their new prototype of the Zero Emission, electrical-hydrogen car. Hydrogen fuel cell, electric motor, aerodynamics and more... And we are most excited to be part of this pioneering industrial challenge.



Installation of several electric vehicles charging stations with incorporated payment systems across France.



Shelter's replacement for a biomethane project.



We reinforced our presence in the ITER project with a 5 years extension.



Social



**Roberto Oirav**

Group Human Resources Director

“Corporate Social Responsibility (CSR) is often visualized through the lens of the Triple Bottom Line - a framework that considers not only financial gains but also the social and environmental impacts of business activities. By valuing People, Planet, and Profit equally, companies can achieve sustainable success that benefits all stakeholders. CSR also encompasses ethical considerations in business operations. This involves treating employees, suppliers, and customers with fairness and respect. By fostering a culture of integrity and transparency, companies can build the trust and credibility, that are essential for long-term success. In the fast-paced world of business, staying ahead requires continuous learning and adaptation. Our commitment to CSR is not a separate endeavor; it's woven into the fabric of our growth.

Over the years, Dietsmann has witnessed the dynamic evolution of CSR. It is no longer merely a checkbox on a sustainability report; it is a driving force behind our decision-making processes. In the Energy industry, the impact of our operations goes beyond the business performance. It reaches into the lives of the communities in which we operate, the environment, and most importantly, the well-being of our employees. Our people are our most valuable asset. We are committed to providing a safe, inclusive, and supportive work environment in which everyone can be at their best. From comprehensive health and safety programs to initiatives that enhance the work-life balance, we prioritize the holistic well-being of our employees.

By investing in programs that incorporate CSR principles, such as Key Management Path (KMP), Technical Assessment & Campaign Training (TACT), Integrated Career Management System (ICMS) and Nationalization Tool Box (NaTB), we equip ourselves with the knowledge and skills needed to navigate the complexities of sustainable business practices. We also encourage open dialogue, sharing ideas and inspire our colleagues to integrate ethical practices into their work and personal lives. By fostering a culture of responsibility, we create an environment in which everyone contributes towards the shared vision of making a positive impact on the world. Communication is key, and we are committed to sharing our CSR efforts transparently with our stakeholders. As we navigate the complex landscape of the Energy industry let us not forget the power we hold to shape a sustainable future. Our commitment to Corporate Social Responsibility is not just a choice; it is a responsibility we willingly embrace.

”

Talent Retention



Highlights

- We fostered **internal mobility** by consistently sharing job openings across all subsidiaries, allowing **career advancement** and employee growth.
- For the first time, national staff has been promoted on expatriate positions. An exchange of personnel between Gabon and Angola was completed successfully.

Key Figures

94%

Retention Rate

23%

Of our employees have over 10 years of seniority

46

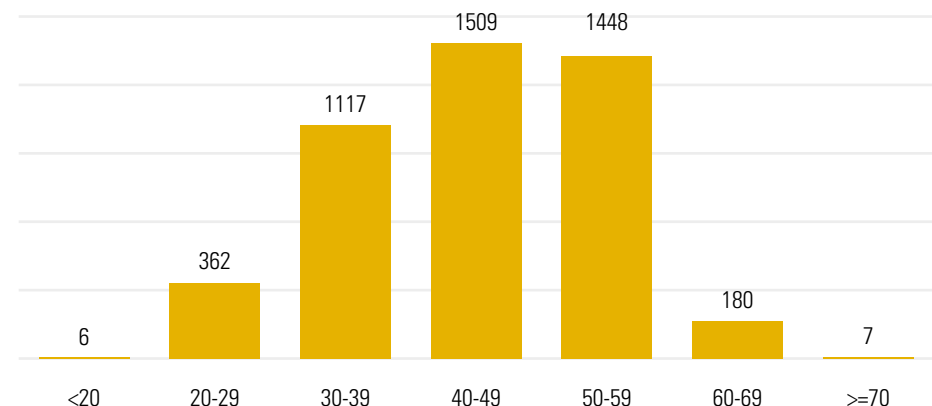
Promotions & mobilities

As attracting young talents continues to pose a challenge for international companies operating in the Oil & Gas industry, we are committed to investing efforts in initiatives aimed at talent retention.

The Central HR Department works closely with subsidiaries to identify top talents and provide support in developing their career paths, including offering internal mobility or promotions whenever possible.

This is accompanied by dedicated training programs, such as the KMP (Key Management Path), which are designed to prepare our best performers for senior management roles. As we provide highly skilled technicians we prioritize maintaining an equilibrium by retaining experienced professionals who possess deep knowledge and skills while continually integrating young talent to ensure our expertise remains up-to-date with evolving technologies

Age categories



Talent retention



Arnaud Paillisser
Gabon Country Manager



“ I joined Dietsmann almost 18 years ago after a VIE program and a first position as planner on one of the first FPSO in Angola. I was recruited as Contract Site Representative for a new project in Republic of Congo, Alima (Moho-Bilondo). I will always remember a part of a speech made by the Republic of Congo Country Manager.

*He said he started with Dietsmann as an instrumentation foreman and now he was the Country Manager. It was a truly inspiring example. In the beginning I did not think it would be possible for me to reach my current position within Dietsmann. I feel so happy that Dietsmann has given me the same opportunity and I sincerely thank all the managers I have worked with for giving me the opportunity to reach this position. Dietsmann is a truly unique company in which **your potential and behavior can express themselves**. Do not be afraid of the workload, be curious, learn and set in the application of your way of managing.*

Last, but by no means least, I would like to send my greetings and thanks to all the employees who have worked under my management. I hope they will always have good memories of me. A huge part of my success is clearly due to their collaboration and contribution on our common journey within Dietsmann. ”

Looking forward

- Our concern will continue to be minimizing turnover and conducting comprehensive analyses of each project's conditions to proactively anticipate departures and mitigate personnel turnover.
- Another area of development will focus on recruiting additional participants for our VIE programs and recent graduates across various countries. Currently, we have two VIE programs in Republic of Congo, one in Angola, and we are aiming to launch two more in 2024. Additionally, we are building a team of young engineering graduates to commence work in Kuwait. This incoming workforce may hopefully have the potential to grow further in the organization and potentially constitute the management leadership of tomorrow.

Promoting Equity, Diversity and Inclusion



Highlights

- Participation in the Target Gender Equality program organized by the UNGC and implementation of the Women's Empowerment Principles Inclusion and Diversity policy.
- This program provided the opportunity to establish the implementation of the Women's Empowerment Principles, which have been endorsed by our CEO, and to enhance our commitment to Sustainable Development Goal 5.5.

Key Figures

70%

Of new hires are
nationals

45%

Of women in administrative &
Support functions



Promoting Equity, Diversity and inclusion

Dietsmann's workforce reflects the Company's commitment to multiculturalism by representing 70 different nationalities. We believe in giving everyone fair opportunities for recruitment, promotion and mobility. This is in line with our company's culture and inclusion & diversity policies.

In a male-dominated industry we are committed to making concerted efforts to attract talented women, particularly in operational roles.

This endeavor is coupled with an educational approach extended to our clients and partners that encourages them to foster a more inclusive work environment for our female employees. We ensure equal access to equipment and infrastructure for both our male and female employees.

Looking forward

- Creation of an action plan by engaging all stakeholders, including top management, in fostering an even more equitable work environment.
- Actions will be implemented including publishing more inclusive job advertisements and providing dedicated training to all recruiters within the Group on inclusive and non-discriminatory good practices.



Maria Nketia
HSEQ Manager Angola

“ It is a pleasure to be part of the Dietsmann family and to have the task of implementing HSEQ strategies for both offshore and onshore activities that ensure the safety of our employees while ensuring client satisfaction. Operational field visits are the most interesting part of my activities as I get the opportunity to engage with the teams on sites to listen, coach, and solve HSE related concerns.

This has helped me to build trust with them as well as the client as I always provide feedback related to the HSE concerns that are raised. Throughout my career, I have had to demonstrate values such as resilience, consistency, commitment, and effective communication while creating innovative safety initiatives using the people approach in leadership to develop strong teams and achieve my objectives.

Despite the Oil & Gas industry being traditionally male-dominated, **Dietsmann granted me equal opportunities for growth and advancement.**

”

Training Activities



Highlights

- Implementation of technical modules, such as Atex, on iLearn
- Moving of the French training center into Toulouse
- Technical skills and psycho technical profiles were assessed remotely (Foxtrot staff in Côte d'Ivoire)

Key Figures

7,411

Connections to
iLearn Platform

6,939

Days of training

1,205k€

Total trainings
costs



Claire Lancelle

Training Officer and Digital
Training Deployment

“

I have been in charge of the development of our Learning Management System since its start in 2022. We worked a lot on this project and currently offer 34 training paths. The advantage of iLearn is its user-friendly interface and its ATAWAD availability (Any Time, Any Where, Any Device). We are far away from the traditional training centers with fixed dates and locations. Furthermore, most of our training programs lead to certification.

Our goal for 2024 is to develop new management modules, but more importantly, the technical modules essential for our employees' job and skill development. Creating engaging and interactive training programs that help our employees find a balance between professional and personal life is one of our priorities

”

Training activities



Being a primarily manpower company in a very technical sector means that ensuring our staff remain experts in their domains is vital. To achieve this we are constantly improving our training practices and strategy.

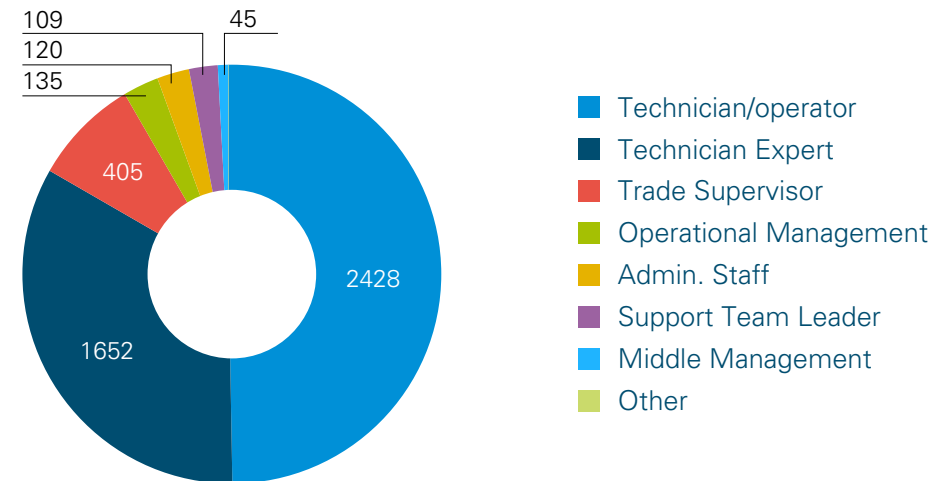
We believe it is essential that we determine the training needs of our employees as soon as possible. This is why we are currently focusing a lot on improving the way we identify the skills and gaps (if any) of our employees. For instance, in 2024, we will deploy an updated platform for annual interviews that will be more complete and agile in terms of skills assessment and training plans.

Recently we added more digital tools to improve the way we monitor (Power Bi) and innovate through projects like Connected Glasses that allow us to carry out the practical parts of the training remotely and thus limit travel costs and reduce our carbon footprint. Ultimately, we also want to go far beyond the mandatory training courses and skills and offer a much broader training service to our employees by supporting them in their soft skills learning and ensuring that all our employees, including operational staff, have equal access to all of our resources on the topic.

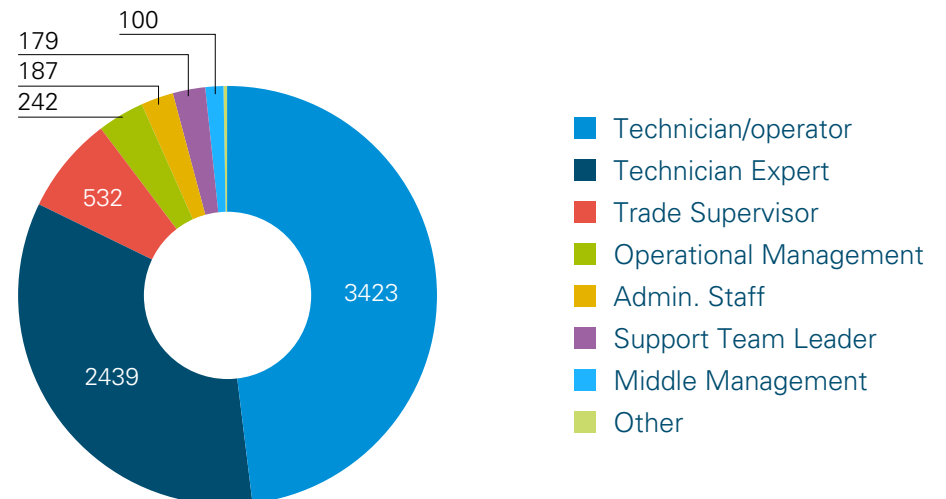
Looking forward

- Deployment of technical modules on iLearn
- Update of the TACT (Technical Assessment and Campaign training) to improve mapping of employees' skills.
- Increase of local partnerships regarding staff training.

Number of Operational training courses



Operational training days



Human & Labour Rights



Highlights

- Human Resources Management procedure updated
- 91% of employees have signed the Business Code of Conducts
- 1 new policy has been implemented

HR Policies constitute the guidelines to create a **respectful work environment** in compliance with local and state regulations and also reflect **the values and culture of our Group**.

We always aim at meeting stakeholders' highest expectations when it relates to Group documentation and priorities. HR policies provide a framework for our organization so leaders can make consistent decisions and ensure people are treated equitably. Implementing effective HR policies shall prove we are able to meet **ethical, diversity, loyalty, and transparency** requirements in strict adherence to the corporate governance and regulation of employees. **We also ensure that our subcontractors, suppliers and partners follow the same standards through screening, assessment and monitoring.**



Roland Sarlabout

Human Resources Manager
Republic of Congo subsidiary

“ As a committed member of the Group, I am proud to demonstrate our commitment to ethical business practices and ensuring that our suppliers comply with legislation regarding child labor. We strive to ensure that our partners uphold high standards of human rights and working conditions. This includes regular audits, training and transparent partnerships. By contributing towards this initiative we have a positive impact on the lives of workers and strengthen our commitment to a socially responsible supply chain.

”

Looking forward

- Improving the visibility of documents on internet and intranet
- Group supplier's questionnaire implemented

Occupational Health



Highlights

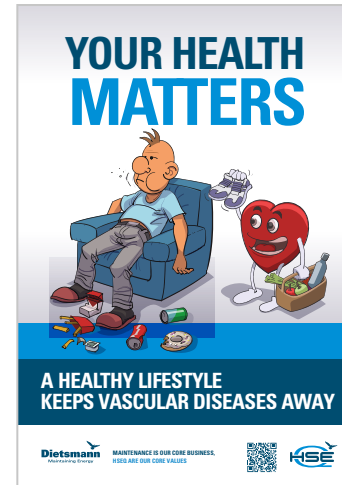
- Campaign on vascular diseases prevention
- Awareness sessions for the World Malaria day and for the World Aids day
- An annual medical check-up is carried out for all our operational employees

We strive for a safe workplace and a culture that complies with **our health and safety commitments**. Thorough training of all staff is the key to promoting our health and safety culture and maintaining our operational excellence.

In 2023 we initiated a **major campaign warning employee of vascular diseases**. The aim of the campaign was to give all our employees and their families correct information and knowledge regarding prevention and symptoms recognition.

Looking forward

- The last part of the vascular disease campaign covering Diabetes will be deployed in all subsidiaries in 2024
- Awareness campaign for "fatigue"

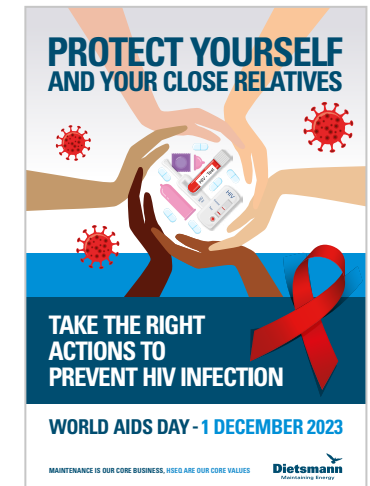


We support our subsidiaries' efforts to prevent vascular diseases. The campaign covered:

- Hypertension
- Heart attack & stroke



On 1 December we participated in **World AIDS Day** by raising awareness and promoting the use of preventative measures to avoid contamination. The slogan used was "take the right actions to prevent HIV Infection". We remain committed to maintaining efforts to end the HIV Epidemic.



On **World Malaria Day** a prevention flash was shared with all staff in order to reinforce malaria prevention actions. It covered:

- The transmission of the disease
- The symptoms
- The Prevention means
- The Treatments



Wellbeing & Mental health



Highlights

- Audit form for Wellbeing at work
- Mental Health World Day celebration & wellness campaign
- 1st Wellbeing Week organized in headquarters

Key Figures

76%

Wellbeing week participation rate

7

Wellness Advice Sheets



Hadia Jebali

Legal Counsel

“

Thanks to this training I have become more attuned to the feelings of my colleagues who may be struggling or going through a difficult period.

It has enabled me to further develop empathy and the ability to listen to my colleagues and let them share their feelings. It has also made me feel more confident and able to reassure and guide them towards the help they need by following the action plan we were taught during the training course.

I also became more aware of the fact that being supportive and non-judgmental is of the utmost importance in an effort to support them throughout their care path.

I truly believe that the mental health first aid program will benefit everyone in our workplace as it promotes well-being at work and helps prevent mental health problems.

”

Wellbeing & Mental health

We are dedicated to cultivating a comprehensive workplace wellbeing policy for our employees. Recognizing the pivotal role that employee satisfaction and wellness play in fostering a sustainable and responsible corporate culture, we are actively working to implement initiatives that prioritize the physical, mental, and emotional health of our workforce.

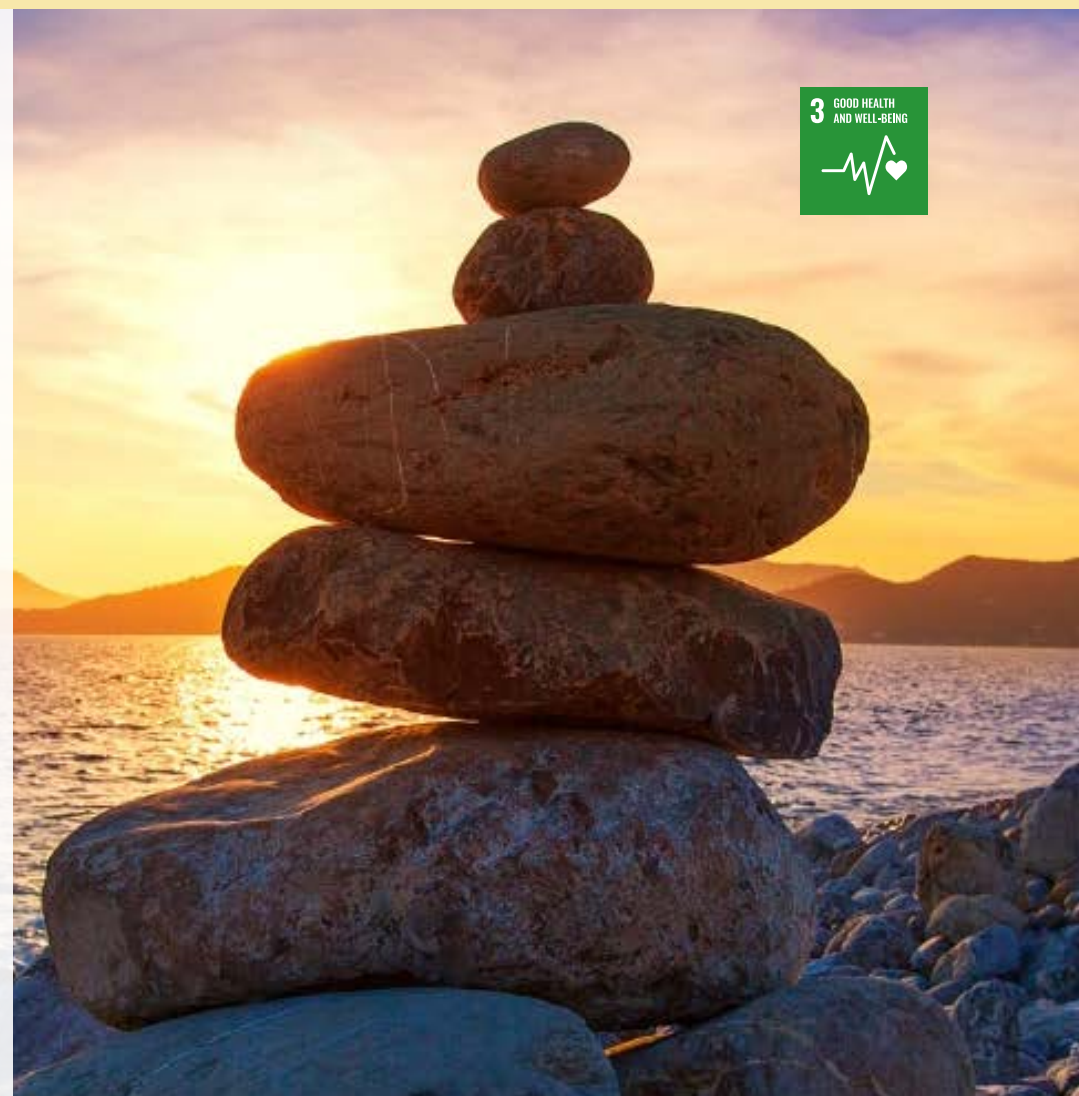
We have set-up a Steering Committee in each country comprising key position holders from our subsidiaries and head office. The Committees are tasked with sharing the results of the 2022 **Group wellbeing at work survey**, and planning and executing appropriate actions aligned with our shared objective. In addition, in 2024 a new campaign will be launched to assess the evolution and adjust the strategy if needed.

Throughout 2023 informational advice sheets addressing various aspects of wellbeing at work - such as nutrition, physical activity, music, ergonomics, addiction management, relaxation, and sleep - were compiled into a comprehensive guidebook. The guide was disseminated as part of the **World Mental Health Day festivities**.

A video campaign aimed at raising awareness of mental health, **burn-out, brown-out & bore out** was also distributed to foster a proactive dialogue on these topics.

We also organized a **week dedicated to well-being and cohesion** at our headquarters offices, featuring sports, relaxation, and team-building activities.

Finally, three Mental health first-aiders in headquarters completed a training program run by the international mental Health First Aid program. They are now qualified to listen, to support and guide colleagues in situations of psychological distress.



Looking forward

- « Psychosocial risks » Survey to be deployed at Group level
- Training of additional Mental Health First Aiders

Safety



Highlights

- Event management process digitalized
- Safety Week in April for all employees
- KPIs for Managers to monitor HSEQ activities

Key Figures

10.3

Millions of
man-hours worked

0.10

LTIFR

0.87

TRIR

Safety is one of Dietsmann's core values. Our reputation as a leader in health, safety and the environment (HSE) is based on knowledge gained over decades of maintaining some of the world's largest and most innovative power generation projects.

We are committed every day to **protecting the environment and surrounding communities**, and to preventing injury and illness in the course of our activities. Our robust training programs and procedures help us mitigate the risks inherent in our work. But we know that is not enough. A world-class HSE requires a **preventative and caring safety culture**.

Everyone, from employees to senior managers, embraces this paradigm of care, which allows each of us to take ownership of our safety culture and enables us to work safely.



Safety



Safety week

From 24 to 28 April we organized a **Safety Week** with the slogan: **Plan Safe, Do Safe, Finish Safe**. The purpose was to provide several awareness sessions and practical activities to all operational and office staff during one week.



HSEQ

There is an ongoing redeployment of our **HSEQ Culture Training** within the subsidiaries to reinforce the organizational safety culture and to ensure employees work safely by implementing all the safety controls to manage risks and, when necessary, stop the job to prevent accidents.

During 2023 all **HSEQ Culture modules** for operational employees were reviewed and distributed to the staff either as **initial training for new staff** or refresher sessions for longer serving staff. In parallel, in most countries the HSEQ Culture for offices staff is now accessible through the **Ilearn Platform**.



Looking forward

- Electrical Safety Prevention Campaign
- Driving Safety Campaign

2023 Highlights



International Women's Day Celebration



Wellbeing week in Monaco



Rabies disease raising awareness in Republic of Congo



Donation of 25,000 masks



Back-to-School program in Nigeria



No Finish Line in Monaco



Environment



**Laurent Faure**

Group HSEQ Director

“

In the context of climate emergency and global environmental challenges, the environment is Dietsmann's strategic priority and we are continually seeking to reduce our emissions. Dietsmann's environmental management system is an integral component of the Company's sustainability framework and HSEQ management system.

The system covers all our operations at all locations and enables them to improve and adapt their environmental actions to match the realities on the ground as closely as possible. To achieve this, 64 % of our operating subsidiaries (7/11) are already ISO 14001 certified. The target is 100% by 2025.

We aim to be a leading company in the energy transition and have set ourselves the goal of achieving zero net emissions at Group level on scopes 1 and 2 by 2030 and zero net emissions on scope 3 by 2040. Dietsmann's methodology for calculating greenhouse gas emissions is based on the division into scopes 1, 2 and 3 developed by the GHG protocol, the most widely used international accounting tool for measuring greenhouse gas emissions.

In 2023 we saw positive progress in Dietsmann's efforts to reduce its absolute scope 1, 2 and 3 emissions. Throughout the year Dietsmann made positive progress with projects aimed at reducing emissions in line with the 2030 target. Reducing our own emissions quickly is necessary, but not sufficient. To be an effective agent of change in the energy transition we are using our experience and skills in the maintenance of energy production sites to help our customers reduce their emissions and decarbonise.

”

Carbon Footprint

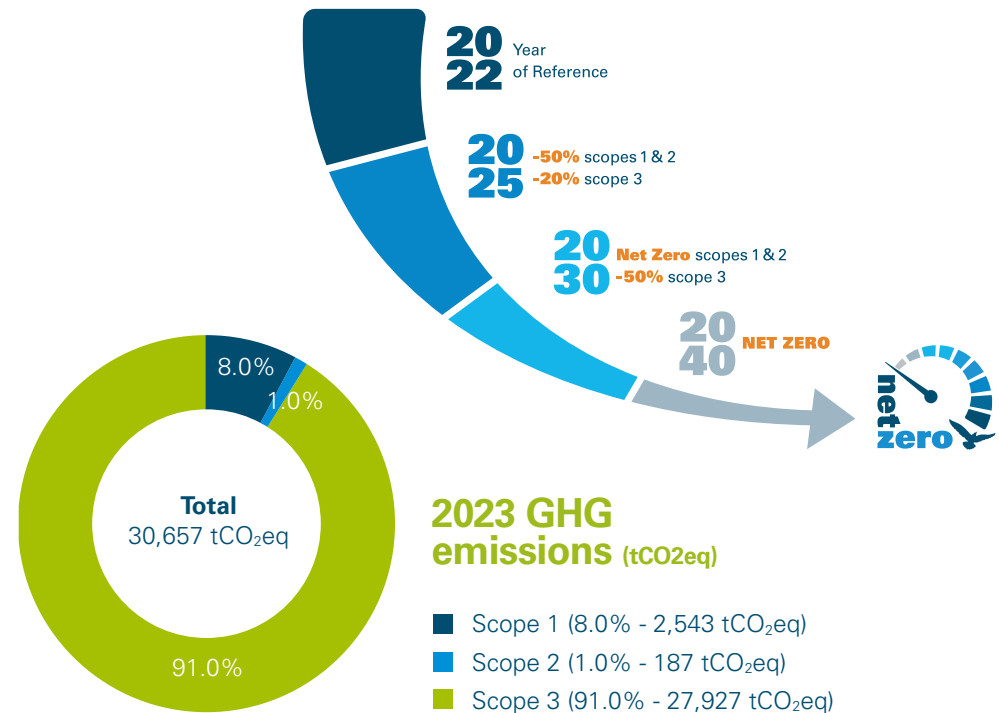


Highlights

- Republic of Congo and Gabon subsidiaries replaced a total of 35 air conditioners with lower GWP (Global Warming Potential) systems
- The Republic of Congo and Gabon subsidiaries replaced all the lights in the workshops with LEDs
- 100% of the French operational site will be powered by green energy
- Forest positive certification of the head office in Monaco

While 2022 was our year of reference, in 2023 a lot of our focus was on improving the data collection and quality of our carbon footprint. To achieve this we worked internally on easing the collection of data from others services (finance, travel, ...) by improving our internal application and creating automatic bridges between software.

In addition, we **worked intensively with the local teams** in the subsidiaries to ensure the quality and the depth of the data collected. Raising awareness was very helpful for the 2023 carbon footprint as we were able to acquire far more information than previously. **A third party expert validated the carbon footprint of all 3 scopes with a limited assurance.**



Local action plans and initiatives have been deployed in the subsidiaries in order to achieve our ambitious net zero objectives (net zero on all 3 scopes by 2040) by keeping the same target: reduce as much as possible and only offset the residual emissions that cannot be reduced due to our activities.

Looking forward

- A study is ongoing to assess the possibility of using biofuels to power our vehicle fleet

Waste

Highlights

- Several chemical products have been replaced with eco friendly products
- Additional water fountains and water filtration systems were installed in offices and operational sites to reduce plastic waste
- Several voluntary actions such as clean- ups or waste sorting exercises, were organized
- Second hand phones purchased

Key Figures

82

PCs were
refurbished

100%

Of the lubrication
oil in Kuwait is
recycled

3

New partnerships
with waste
treatment
companies



Michel Quilez

HSE Manager Republic of Congo

“

During my 15 years of experience within Dietsmann I have been personally touched by the problems and difficulties in the environmental field our African friends have encountered as a result of the different pollution observed in each country.

Currently I have to be the motivator among my Congolese colleagues to try to change their mentality and personal culture so that they can fulfill their role in reducing greenhouse gas emissions and become aware of the harmful effects on their land that has been contaminated by numerous toxic wastes and as a result produced contaminated crops.

Our subsidiary is very active in the management of environmental change, conscious of and responsible for protecting the planet and the land of our everybody.

”

Waste

Monitoring and reducing our waste is a key component of our environmental strategy as this is one of the main parameters we can control as a maintenance provider. Due to our activities, the most important barrier we are currently facing is the lack of infrastructure.

To tackle that, we decided to take action at several levels:

- **Reduce our waste production** as much as possible. Tackle and drastically reduce the use of single use plastics, whenever possible reuse the packaging on received products and work with suppliers to limit unnecessary packaging.
- **Boost the development of recycling channels** by partnering with local associations and companies that want to have a meaningful impact on their environment.
- **Change our products.** If our waste cannot be recycled/revalorized it should cause as little environmental damage as possible. Toward this end we are working on replacing the chemicals we currently use with eco friendly ones.

In 2023 a dedicated effort was also made to achieve more responsible IT. Although digitalization has allowed us to improve efficiency and prevented a lot of waste (electronics, toners, paper, ...) we decided to **use one of the greener cloud providers** on the market to ensure that our digitalization **strategy will be far less impactful than the traditional processes.**



Looking forward

- Single use plastics will be banned from all subsidiaries by the end of 2024
- 50% of total waste will be recycled by the end of 2025

Raising Environmental Awareness



In October 2023 Dietsmann introduced a new event in the Company: Sustainability Week. During this week all the Group's subsidiaries participated in presentations and games aimed at raising climate change awareness.

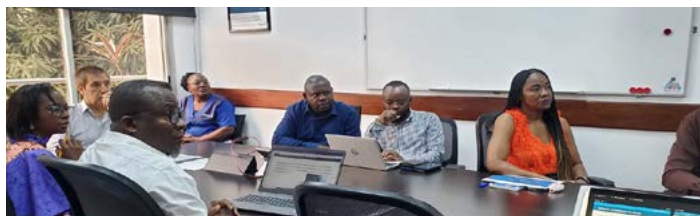
The activities were adapted for both administrative and operational staff in order to reflect, as far as possible, the realities of their working conditions.

At the end of the week **several donations were made to local associations** in the Republic of Congo, Gabon and Angola that are **working to protect the environment and biodiversity**.

To strengthen Dietsmann's commitment, an interactive presentation and quiz were used to test the employees'

knowledge about the causes of global warming. **Participants learned how human activities affect climate change.** A game then allowed the participants to go deeper into the consequences of climate change and how it affects them.

Finally, small groups brainstormed together to come up with **concrete actions that could be implemented** in order to reduce our overall impact. The feedback was very positive and the week will be repeated.



Angola



Republic of Congo



Kazakhstan



Italy



Qatar



On 5 June, as in every year, Dietsmann celebrated World Environment Day. A dedicated campaign aimed at all the staff explained the impact of single-use plastic items and presented better alternatives

2023 Highlights



International Earth day in Kuwait



Waste clean ups

LEDs installed in workshops
in Gabon and Republic of Congo

GHG emissions mitigation project

Plastic bottles recycled in
Republic of Congo

Water saving initiative



Angola Highlight

During the Sustainability Week in October, an initiative called “HSE Genius” was launched by the Angolan subsidiary. **The aim is to raise the children’s awareness and knowledge of topics related to Health, Safety and the Environment** during events organized throughout the year in all the countries.

This project was initiated and organized by the HSEQ Manager, supported by the Country Manager and a highly motivated team from various departments who helped the children complete their activities. Two orphanages were chosen and two workshops on Sustainability themes were organized:



- The Orphanage - Lar Mamã Madalena - Topic/Workshop - **Waste Segregation**
- The Orphanage – El Bethel - Topic/Workshop - **Tree planting**

Both workshops were an opportunity to raise awareness and **educate the children** about the importance of preserving and respecting our environment. They were also an opportunity to **donate food items and school supplies** to these orphanages.



Manuel Pereira

Country Manager Angola

“

The children of today are the guarantee of a better planet for the generations to come. These awareness-raising actions with very young children are powerful tools for spreading the message efficiently and creating lasting impacts by gaining allies for life.

This new knowledge will remain in the children’s minds and will influence their decisions and behavior for years to come. Their joy and happiness in the environment will boost the commitment to protect the planet.

”

ESG table



Social	Unit	2023	2022
Total workforce		4,587	4,628
Africa	Nb	2,201	2,213
East Europe & Central Asia	Nb	1,305	1,662
West Europe	Nb	341	303
Middle East	Nb	671	445
Other	Nb	69	5
Workforce by job category position worldwide			
Administrative	Nb	232	312
Operational	Nb	4,104	4,075
Managerial	Nb	251	241
Employment			
New hires of national employees	Nb	716	634
New hires of expatriates	Nb	312	319
Outflow rate	%	6	6
Diversity			
Gender rate - all positions (women)	%	8	6,5
Average age	Years	44	45
Percentage of employees over 55	%	14	18
Percentage of employees under 35	%	18,4	15,5
Number of nationalities represented in the Group	Nb	70	68
Rate of National employees (vs expatriates)	%	78	79

Social	Unit	2023	2022
Training & career opportunities			
Total training days	Nb	6,922	5,725
Training expenses	K€	1,217	658
Social dialogue & cohesion			
Percentage of employees covered by a collective bargaining agreement	%	100	100
Percentage of scheduled annual interviews (ICMS) carried out	%	81	79
Global rate of employees interviewed (ICMS)	%	59	55
Health & Safety			
Percentage of employees who benefited from a medical check-up	%	100	100
Total awareness-raising campaigns on health and safety issues	Nb	6	10
Lost Time Injury Frequency Rate (LTIFR) / million man-hours worked	%	0,1	0,48
Total Recordable Incident Rate (TRIR) / million man-hours worked	%	0,87	1,16

Local content	Unit	2023	2022
Local employment			
Percentage of National employees in management positions	%	59	60
Percentage of training courses dedicated to national employees in total training provided	%	86	88
Local community initiatives			
Number of partnerships with schools and universities	Nb	11	11
Total amount dedicated to the socio-economic development of local communities	K€	110	62

Ethics	Unit	2023	2022
Anti-corruption			
Percentage of employees trained in ethics principles (Corporate Shared Responsibility Training)	%	44	n/a
Business partner screening			
Percentage of suppliers and subcontractors screened and followed-up (Global Compliance including Ethics)	%	62	67
Legal disputes and fines			
Total amount of fines due to legal proceedings for environmental and/or social issues	K€	0	0

Business Development	Unit	2023	2022
Client Satisfaction			
Average length of client relationship in years	Years	26	25
Percentage of total clients surveyed that are satisfied clients	%	98	95
Investments			
R&D in innovation, new technologies and green energy	K€	400	400
Certifications			
Percentage of total facilities certificated according 9001 standard	%	100	100
Percentage of total facilities certificated according ISO 45001 standard	%	64	62
Percentage of subsidiaries with ISO 14001 certification	%	64	62

Environment	Unit	2023	2022
Environmental protection			
Percentage of countries in which environment awareness raising campaigns were provided to employees	%	100	100
Consumption and production			
Total of electricity consumed	Kwh	1,701,623	2,900,780
Total waste recycled	%	32	30
Carbon Footprint			
Scope 1: Direct Emissions	T CO2 eq	2,544	3,228
Category 1.2: Direct emissions from owned or controlled mobile sources	T CO2 eq	2,335	3,096
Category 1.4: Fugitive Emissions	T CO2 eq	209	132
Scope 2: Indirect Emissions	T CO2 eq	187	330
Category 2.1: Indirect emissions associated the purchase of electricity, steam or heat	T CO2 eq	187	330
Scope 3: Other Indirect Emissions	T CO2 eq	27,926	30,378
Category 3.1: Purchased Goods and Services	T CO2 eq	10,815	17,942
Category 3.2: Capital Goods	T CO2 eq	159	340
Category 3.3: Fuel & Energy related activities	T CO2 eq	687	866
Category 3.5: Waste generated in operations	T CO2 eq	97	110
Category 3.6: Business travels	T CO2 eq	13,693	8,487
Category 3.7: Employee commuting	T CO2 eq	379	490
Category 3.8: Upstream Leased Assets	T CO2 eq	2,093	2,140
Category 3.15: Investments	T CO2 eq	3	3
Total GHG Emissions	T CO2 eq	30,657	33,936

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