



Company Profile

Pragma Africa

Enterprise Asset Management Engineered

Since 1990

Level 1 BBBEE contributor

www.pragmaworld.net



1 Message from Managing Director, Stefan Terblanche

“We at Pragma Africa strongly believe that Africa will become the continent of opportunity over the next decade, and as such we’re well positioned to service this fast growing market. Historically Africa has not taken good care of its physical asset base, but this is set to change as African governments and private industry seeks for this rich continent to take its rightful place in the world. We will be right there to support the current infrastructure rollout and development drive by helping to ensure that those investments yield benefit for decades into the future.”

2 Who is Pragma Africa?

Pragma Africa is an engineering enterprise asset management company dedicated to the delivery of best practice asset management solutions to asset intensive industries across Africa. Our systems and processes represent the culmination of more than 25 years of active involvement with industry, helping to optimise asset management related practices.

At its core, Pragma is a team of engineers. This sets us apart from many other organisations delivering services within the asset management space, who typically approach it from a purely financial, IT, consulting or process outsourcing perspective. We not only have the required aptitude in those elements, but we also understand physical assets. This is a critical differentiator. We also provide a wide range of asset management related services, whereas most competitors focus on niche areas.

Pragma started life as a South African maintenance consultancy in 1990. After a few years the development of the On Key computerised maintenance management system (CMMS) followed. During the late 90s, Pragma started the

shift from consultancy services and project work to long term service interventions.

This model would eventually become known as the Asset Care Service (AC Service), an outsourced maintenance administration and asset care optimisation service. The service is still the core of what Pragma Africa delivers, supported by various tools, technologies and business processes.

In recent years Pragma expanded its expertise and services to offer a more holistic solution to enterprises by adding facilities management, condition monitoring and SAP® EAM optimisation to its core offerings.

Pragma Africa has offices in Johannesburg (Head Office), Cape Town, Durban and Port Elizabeth.

Business is conducted further afield on a project basis. Pragma Africa actively seeks to enlarge our physical presence across the continent, and more offices will be established in other countries as local workloads justify.

3 Our approach The Pragma Way

The Pragma Way is our view on asset management. It consists of a number of business processes covering all areas of enterprise asset management. The business processes cover both day-to-day maintenance execution and long term optimisation through continuous improvement and focused improvement activities.

The first step in a Pragma intervention is usually an Asset Management Improvement Plan (AMIP) assessment that will establish the current state, identify the desired state, and provide the outlines of an improvement plan to close the gap between the two. We also support the adoption of The Pragma Way and our training academy is a merSETA and SAAMA accredited training provider.

4 The Pragma Group

Pragma Holdings acts as an investment vehicle for the group and provides strategic and operational guidelines for operating entities. Group Shared Services are hosted within Pragma Holdings offering financial services, ICT, corporate communications and human capital services.

Pragma Africa delivers enterprise asset management services, which includes the technical management of assets and facilities management, to clients in Africa. Our consultants also offer training and assist with implementation and optimisation of EAM systems such as On Key and SAP® PM.

Pragma R&D is responsible for the development, improvement and maintenance of the Pragma AC Partner pack in support of our global strategy.

Pragma Academy delivers a range of blended learning short courses, focusing on basic and advanced principles and best practices in Enterprise Asset Management and maintenance. Companies have the option to request these courses to be customised for their purposes and presented at their own premises.

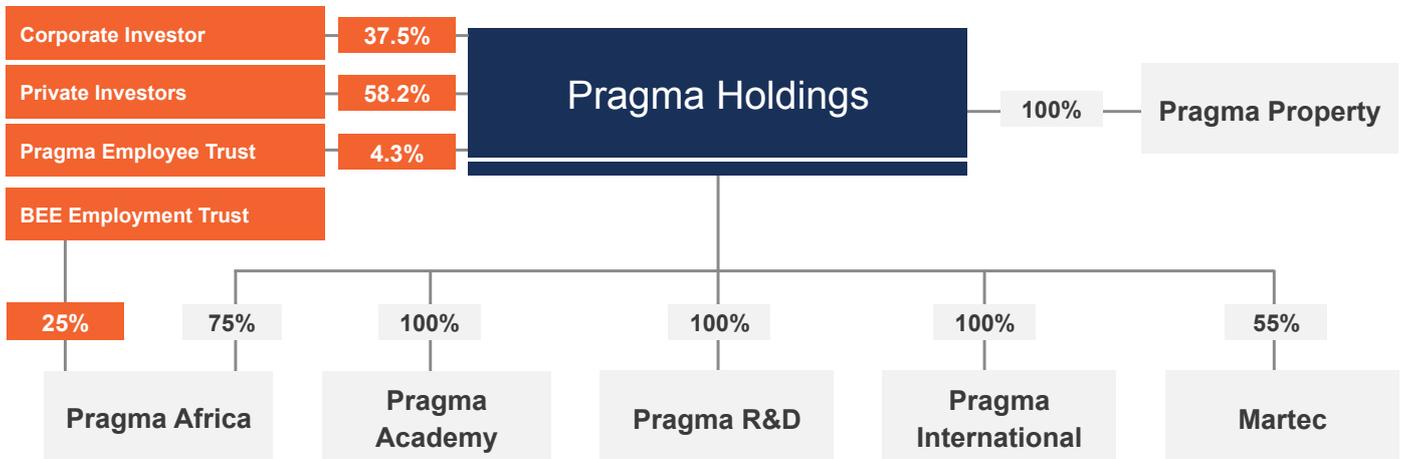
Martec, a Pragma group company, is a specialist supplier of condition monitoring products, services and expertise that gives clients insight into the health status of critical assets for enhanced equipment reliability.

Pragma International delivers asset care services, consulting, training and the On Key EAM system to clients in Europe.

Partners and Value Added Resellers also represent Pragma around the globe, extending the reach of our Asset Care service and On Key EAM system.



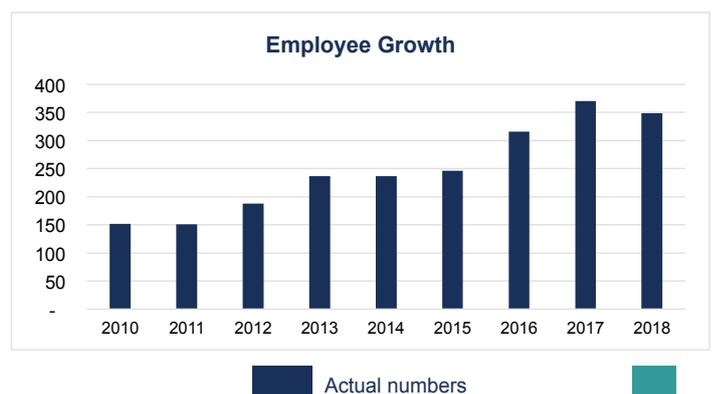
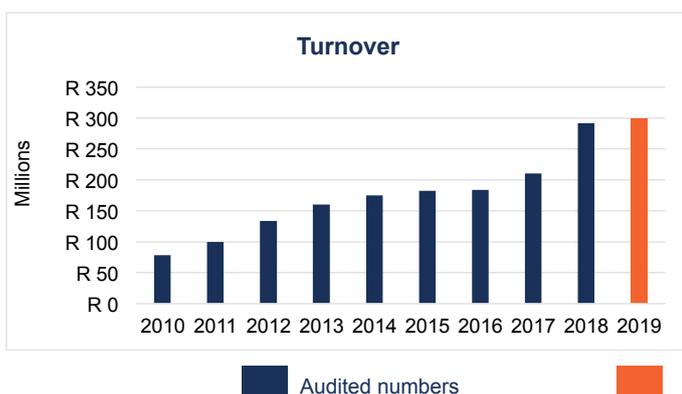
5 Our company group structure



6 Pragma Africa Board of Directors

- **M Daniels** Executive Director (Regional Manager - Pragma Africa)
- **MJ Louw** Non-Executive Director (Independent)
- **S Mehlomakulu** Non-Executive Director (Chairman - Reatile Group)
- **S Terblanche** Executive Director (Managing Director - Pragma Africa)

7 Performance



8 Our Service Offerings

The Asset Care Service

Our unique Asset Care Service is based on a partnership model where both parties are bound by service level agreements in support of excellence in asset management. A team of Pragma personnel (account managers, engineers, planners and schedulers) combined with the in-house team, take responsibility to plan and execute the agreed day-to-day asset care activities in the Asset Care Centre (ACC).

The methodology and best practices used in executing the service are packaged business processes and supporting software tools.

All business processes are aligned with ISO 55000 and GFMAMs 39 subjects and meet international accounting reporting standards (eg. IFRS, GAAP and GRAP). Where clients have signed long term Asset Care contracts with Pragma, they receive the added benefit of access to a pool of senior consultants that can deliver focused improvement solutions.

There are three ACC models:

ACC @ Client

Pragma dedicates its resources (engineers, planners, schedulers and data capturers) to the client. Normally an ACC office is established at the client's site and they are then integrated into the client's structures and processes. Pragma uses an agreed set of business processes to drive and manage the day-to-day maintenance management activities. On Key is the Pragma EAMS tool of choice. The monthly rental fee for

the hosting and use of the database ensures the client's peace of mind since the host is provided by a Tier 1 internet service provider with a world-class disaster recovery infrastructure. If the client already has an EAMS, On Key is used in support of the client's ERP/EAMS.

ACC @ Pragma

Pragma provides our own office space and resources to capture data, analyse results and give feedback and reports. These resources are shared between up to eight clients. Daily communication via email, phone or personal meetings takes place. Pragma uses an agreed set of business processes to drive and manage the day-to-day maintenance management activities. On Key is the Pragma EAMS tool of choice. The monthly rental fee for the hosting and use of the database ensures the client's peace of mind since the host is provided by a Tier 1 internet service provider with a world-class disaster recovery infrastructure.

ACC Client Operated

This service is available to those clients who have a certain measure of asset management maturity and the resources to perform the tasks. They do however not have their own business processes in place and Pragma provides these with interventions two days a month as well as with strategic guidance and maturity assessments. These clients use the On Key EAMS and they may choose to host the software in their own IT environment. A monthly rental fee is applicable. All license and support costs are included in the monthly rental fee.

8 Our Service Offerings

Business Processes used by Asset Care Engineers

The asset management business processes cover areas such as:

- Asset strategy
- Asset life cycle dynamics
- Asset register compliancy (for example IFRS, GIAMA)
- Contractor management
- Change management
- Asset performance
- Asset management projects
- Focused improvement projects
- Reporting, analysis
- Focused improvement



Enterprise Asset Management software tools

One of our key functions is to assist clients with the digital transformation of their asset management systems and programmes. To stay abreast, asset owners need to embrace the advancement of technology and the advantages it has to offer.

An Enterprise Asset Management system (EAMS) is one of the tools in the digital toolbox. Whilst we assist clients to manage their assets on various reputable EAM systems, we have developed a



best of breed system called On Key that is at the forefront of its class. We also provide specialist services on the SAP® EAM system.

On Key

Years of asset management best practices and engineering experience is encapsulated into this system to assist asset managers to effectively manage their resources and assets.

SAP® EAM

Consulting services, for engineers by engineers, captures a unique approach to the implementation, optimisation and reconfiguration of your SAP® EAM system.

Facilities Management

In any operation, maintaining the support infrastructure is as important as maintaining the assets itself.

Our business model ensures that clients have one point of contact taking care of their assets and facilities. We bring Facilities Management to life with one system and a set of engineered business processes informed by best practices and industry compliance requirements.

This, combined with the implementation of strict service level agreements and contractor management allows us to ensure consistent, high-quality service delivery aligned with our clients' organisational goals.

8 Our Service Offerings



Engaging in strategic partnerships, we assist our clients with the long-term planning of facility life cycle management and services for optimised space utilisation and efficiency.

Facility owners can have peace of mind that the combination of a well-trained workforce and process driven structured engineering principles will elevate their facilities management from a reactive or firefighting mode to excellence.

Condition Monitoring

Our partner company, Martec, offers specialist condition monitoring (CM) services to assist clients to keep a very close eye on asset performance in order to act swiftly and with the correct response to ensure uptime and plant integrity. When used in combination with AM best practices, CM becomes a strategic differentiator, contributing to cost savings, risk mitigation and improved asset performance.

Our condition monitoring services include:

- Periodic inspection and condition assessment
- Continuous on-line condition monitoring
- Reliability enhancements

Assets that can be monitored include:

- Mechanical - to mention a few
 - bearings, couplings, shafts, seals, boilers, feedwater heaters, condensers, mills, pumps, compressors, gearboxes, and turbines.
- Electrical - to mention a few
 - busduct, bushings, isolators, transformers, transmission lines, cables, motors, generators, switchgear and PV panels.



Training Academy

The Pragma Academy aims to rectify this imbalance through theoretically sound, yet practically applicable learning interventions. Understanding the required skills from shop floor to boardroom, our course content is geared towards strategic, tactical and operational teams.



8 Our Service Offerings

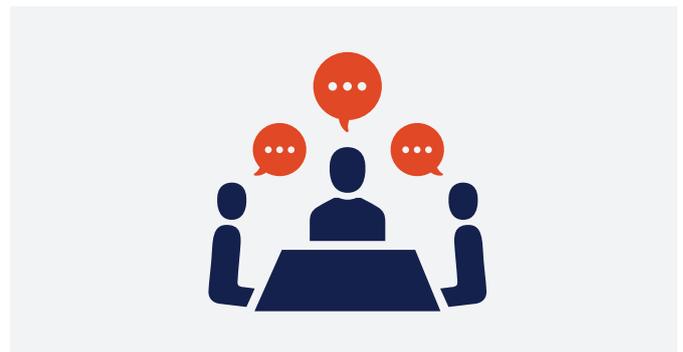
The Pragma Academy aims to rectify this imbalance through theoretically sound, yet practically applicable learning interventions and offerings:

- Public short courses, in support of individual growth and competency development, are presented in our Academy according to planned calendar dates.
- Our Corporate training solutions include comprehensive consulting with a planned training approach to best benefit your teams and organisation.
 - As part of our 5-step approach, Pragma works with Corporate clients to clarify roles, identify competencies and develop learning pathways, listing the required role-specific training in a logical and prioritised sequence
 - Targeted training programmes are delivered onsite, at the Pragma Academy, or through a blended learning approach using the Pragma Learning Management System (LMS)
- Our Fuels Retail training is customised to the industry's unique requirements and presented online via the Pragma LMS or at Pragma training centres.
- The Academy is an accredited training provider through SAAMA and merSETA and is accredited as a Skills Training Provider through the QCTO to offer the Maintenance Planner Qualification.

Consulting Services

Our specialist asset management consulting services include the following activities:

- ISO 55000 assessments and readiness preparation for certification
- Asset Management Assessments
- Asset Identification and Verification
- Development of Maintenance Tactics
- Maintenance cost reduction
- Standardisation / analysis across the business
- Continuous data evaluation used for focused optimisation



- A compliant, accurate and up-to-date asset register
- Optimum use of resources (in-house and contractors)
- Optimisation of stockholding
- Optimum use of maintenance tactics
- Measurement and management work against the Improvement Plan and SLA
- Optimisation of Asset replacement budget / spend

9 Our Market Focus

Client Categories

Our clients span a wide range of asset intensive industries including:

- Manufacturing
- Mining
- Local Government
- Distributed facilities and retail
- Capital goods manufacturing
- Oil and Gas

The value that our service adds to the bottom line of our clients, are manifested in the long standing contracts with numerous clients on the African continent.

Visit www.pragmaworld.net/success-stories/ to view our list of clients and case studies.

10 Our Value Proposition

Our proposition to clients is that they will benefit from a return on their asset investment. This is seen in three specific areas:

Improved asset performance

- Increased availability
- Improved reliability
- Consistent service delivery
- Sustainable quality
- Maximum asset utilisation

Risk reduction

- Compliance with legislation
- HSSE requirements
- Reduce breakdowns to minimise business risks

Cost reduction

- Improved labour utilisation
- Optimised stock levels
- Effective contractor management
- Accurate repair or replace decision making

11 Our Strategic Vision

Future Performance

Pragma believes that past performance and investment provides a sound platform for accelerated growth. Much investment has been in the development of software systems, formalised business processes and employee training, and it is believed that these investments will pay handsomely in future. The company has established a reputation within the manufacturing, heavy manufacturing, petrochemical, utilities, facilities and local government environments.

We have also started to realise an increase in foreign business activities, which is increasingly contributing to the bottom line.

Benchmarks

Pragma's AMIP methodology is well regarded within the industry and is often used as a benchmark by other organisations. Our engineers, as recognised industry leaders, are often invited as speakers at conventions and industry events.

Pragma is involved with several educational interventions. Apart from taking hands with clients and presenting topical colloquiums, they are also the lead sponsor of the annual SAAMA Asset Management Conference.

Expertise

Pragma has a competent workforce with specialist knowledge in areas such as asset management, the ISO 55000 asset management standard, GFMAMs landscape document, data management and system configuration and implementation.

Several of Pragma's senior engineers are certified with the SMRP (CMRP), SAAMA and the Institute of Asset Management (IAM) for their competence in Asset Management.

Every Pragma employee has a training matrix. A growth path exists for engineers to ensure that they continuously mature their knowledge and expertise and are capable of providing the required advice and guidance to their clients.

Skills Transfer

Unless Pragma Africa can continuously bring new value to the table, there is no long term need for us. We believe in empowering clients through active skills transfer. Our engineers and consultants are equipped to facilitate change management, and to transfer skills on a mentorship basis. A key ingredient to both our and the client's success is to ensure that the appropriate culture takes hold that will support asset management excellence.

Leadership Training

From an early stage in the company's existence, we realised the importance of succession planning and the training of young leaders to take up management positions.

The Leadership Development Program is focused on junior to medium level leaders and focus on various leadership aspects as well as the personal development of these individuals.

12 Our Company Values

Pragma has four core values that are entrenched in our everyday dealings. In short they describe the foundation of our approach with each other, our responsibilities, our clients and towards our company.

Clients

We understand our clients' needs and we make a positive contribution to their future.

Organisation

We are honest and act with integrity in all our endeavours to grow the company towards a sustainable future.

Engagement

We foster a team environment in which each individual is recognised, valued and developed to support our company strategy.

People

We provide the opportunity for individuals to enjoy their working lives while playing to their strengths.

13 Transformation in and through Pragma

As a responsible corporate citizen, Pragma is actively involved with dedicated projects to contribute to transformation in all the regions where we have offices. This involvement includes enterprise and supplier development as well as social economic development programmes.

Pragma has distinguished itself as an employer of choice, honouring equality in gender, race and ability, offering employees the opportunity to express their knowledge, expertise and skills in support of our company mission.

14 Our BEE Certificate



MSCT BEE SERVICES
Making Significant Changes Together

MSCT BEE Services (Pty) Ltd
Hazelden House, 6 Delson Drive, Somerset West Business Park
Somerset West, 7130
www.msctbee.com
Tel: +27 (0)21 852 5646, Fax: +27 (0)86 600 4965
Email: bbbee@msctbee.co.za

Broad-Based Black Economic Empowerment Verification Certificate

Pragma Africa (Pty) Ltd

Certificate Number: GEN/S03/20/12/2018(2)
Version No: 2
Registration No: 2005/025736/07
VAT No: 4370224224
Address: Pragma Building,
DJ Wood Way (off Mike Pienaar Boulevard)
Belville West, Cape Town
7530

Verification Standard Applied: Codes of Good Practice (Government Gazette 36928)
Scorecard Applied: Amended Generic Scorecard
Size of enterprise: Large Enterprise (More than R50M)

Broad Based BEE Status level: A Level 1 Contributor to B-BBEE
BEE Procurement recognition level: 135%
Modified Flow Through Principle Applied: Yes

	Flow Through	Modified Flow Through
Voting Rights of Black People	42.08%	54.33%
Voting Rights of Black Women	19.20%	N/A
Economic Interest of Black People	42.08%	54.33%
Economic Interest of Black Women	19.20%	N/A
51% Black Owned:	Yes	
30 % Black Women Owned:	No	
Evaluation Period:	30 September 2018	
Empowering Supplier:	Yes	
Designated Group Supplier:	No	

A Level 1 Contributor to B-BBEE

Description	Score	Weighting
Ownership	25.00	25
Management Control	13.36	19
Skills Development	18.69	20
Enterprise & Supplier Development	44.00	40
Socio Economic Development	5.00	5
Overall Score	106.05	109


Technical Signatory: Stanley Grau

Date of Issue: 20-Dec-18
Re-Issue Date: 18-Jan-19
Expiry Date: 19-Dec-19
Period of validity: 12 Months

This Certificate and the verification report are based on information provided to MSCT BEE Services (Pty) Ltd and represent an independent opinion based on the verification and analysis completed by MSCT BEE Services (Pty) Ltd. The calculation of the scores have been determined in accordance with the Department of Trade and Industry's Codes of Good Practice on Broad Based Black Economic Empowerment as Gazetted on 11 October 2013.

MSCT BEE Services (Pty) Ltd, Reg. 2011/109066/07
Directors: R Clark, S Grau, L Reddy



MAKING SIGNIFICANT CHANGES TOGETHER