
THE

CARPE DIEM CHRONICLE

2025 - Q1

- TODAY, TOMORROW, TOGETHER -

VOL 001



**WE ARE TRUE,
WE ARE NORTH**

AFUNGI LIFE SUPPORT

ISO AUDIT

TOPAZ TOBOL

PALMA PORT

MANGUNA PARK

-TODAY, TOMORROW, TOGETHER -

WHO ARE WE? WE ARE TRUE NORTH.

Welcome to the first edition of True North's newsletter! We are excited to share key updates that define our company's direction and commitment to excellence. Being the first the edition we want to start at the beginning, the foundations upon which our company has been built. - *Julieta Pinho (CEO)*

VISION

A future where True North, its organization, its equity, its people, its scale, and its impact continue to evolve in a culture of peace and within an environment that fosters growth and development.

MISSION

"To consolidate and integrate entrepreneurship, technical, social, environmental, economic, and technological resources, developing an organization of both scale and relevance."

OUR CORE VALUES

At True North, our values shape our culture and guide our decisions:

EXCELLENCE – Striving for quality and continuous improvement.

DILIGENCE – Working with care and dedication.

PASSION – Embracing change, fostering creativity, and inspiring others.

CARE – Demonstrating kindness and consideration for others.

LETTER FROM THE EDITOR

Welcome to the inaugural edition of our quarterly newsletter.

This publication marks a new way for us to stay connected—across departments, across projects, and across borders. As our organization continues to grow in scale and complexity, so too must the way we communicate, celebrate achievements, and share lessons. This newsletter is designed to do just that.

Our theme for this first edition is one close to the heart of everything we do: our values. Excellence, Diligence, Passion, and Care aren't just words on a wall—they're guiding principles that shape our work every day, from the field to the boardroom. You'll see these values reflected throughout the stories in this issue, from infrastructure milestones and social impact updates to capacity building and operational innovation.

We've also included contributions from across our teams and subsidiaries, including updates from HR, HSE, FPD, and the latest on our flagship projects like Manguna Park and the Palma Logistics Terminal. You'll even find health tips and system reminders that help keep our organization moving with purpose.

It's important to mention that putting together this newsletter is a collaborative effort. Every department and team has a story to tell—and to capture those stories, I need your help. Let's build the habit of pulling out our phones and capturing key moments, achievements, and events in our daily work. Whether it's a photo, a quick note, or an idea for a story, these contributions make this newsletter more representative of who we are and the work we do.

Most importantly, this newsletter is a space for all of us. If you have something to share—a story, a success, a challenge overcome—we'd love to hear from you.

Thank you for the work you do, and for the energy and care you bring to it. Let's continue building something we can all be proud of—together.

Warm regards,
Gustaf van Wyk - *Editor*

DEDICATION TO EXCELLENCE

TRUE NORTH'S UNWAVERING COMMITMENT TO QUALITY, HEALTH, SAFETY, ENVIRONMENTAL MANAGEMENT, AND LEGAL COMPLIANCE

JULIETA PINHO

True North's unwavering commitment to quality, health, safety, environmental management, and legal compliance reflects their dedication to the highest ethical and performance standards. Their focus is to ensure stakeholder satisfaction in all their operations, particularly in Mozambique.

TN firmly believes in their employees and their collective capabilities in shaping the business and delivering projects with precision. Their commitment to customer satisfaction, environmental protection, and workplace safety remains at the heart of their management system, which is developed in compliance with ISO 9001, ISO 45001, and ISO 14001.

KEY FOCUS AREAS:

INTEGRATED MANAGEMENT POLICY SUMMARY

- **Quality, Health, Safety & Environmental Excellence** – In accordance with ISO standards (9001, 45001, 14001), with regularly reviewed objectives.
- **Customer Satisfaction** – Delivering high-quality services and infrastructure with consistency and precision.
- **Employee Engagement** – Encouraging ideas and solutions to enhance a safe and productive work environment.
- **Health & Safety First** – Eliminating hazards and reducing workplace risks (ISO 45001).
- **Environmental Responsibility** – Implementing sustainable practices to minimize environmental impact (ISO 14001).
- **Legal Compliance** – Adhering strictly to all applicable regulations.
- **Continuous Improvement** – Regularly reviewing and optimizing methods, processes, and practices to meet high-performance standards.

As a part of the Certification Process, TN are now preparing their ISO Certification Audit, as they approach that date, all employees are urged to actively be involved and participate in preparing for this crucial process. Every team member plays a vital role in ensuring that True North is ready to meet the required standards and demonstrate their ability to uphold high levels of quality and efficiency. Each employee's dedication and collaboration are essential in securing this significant achievement.

An ISO team has been established to support in understanding how ISO certifications requirements are met, and how they can be a key enabler in tackling today's challenges with confidence and success. At the same time TN needs each one of you to commit to the process, this will be the key to the successful Certification. If you have any uncertainties, you are urged to reach out to the ISO team.

Thank you for your ongoing commitment and effort in making "True North a leader in excellence."

Best Regards,
Julieta



-TODAY, TOMORROW, TOGETHER -

ISO-CERTIFICATION

TRUE NORTH IS IN THE PROCESS OF ATTAINING ISO 9001, ISO 14001, ISO 45001 AND ISO 22000 CERTIFICATIONS AS A STRATEGIC COMMITMENT TO OPERATIONAL EXCELLENCE, SAFETY, ENVIRONMENTAL RESPONSIBILITY, AND QUALITY—STRENGTHENING ITS COMPETITIVENESS IN THE OIL AND GAS SECTOR AND URGING ALL EMPLOYEES TO ENGAGE WITH THE PROCESS AS A MATTER OF URGENCY.

As a vital step toward industry leadership and long-term competitiveness, True North and its sister companies are in the process of attaining internationally recognized ISO certifications. This initiative reflects a deep commitment to quality, safety, environmental stewardship, and operational efficiency across all operations.

The following ISO certifications are currently being pursued:

- **ISO 9001** – Quality Management
- **ISO 14001** – Environmental Management
- **ISO 45001** – Occupational Health and Safety
- **ISO 22000** – Food Safety Management

These certifications will formalize the systems and processes already in place and validate the group’s continued drive to align with the highest international standards—particularly critical in the oil and gas sector.

A central pillar of this drive is the development and implementation of the Business Management System (BMS), which is being rolled out across the group. More than just a compliance tool, the BMS is designed to improve internal processes, increase productivity, and ensure consistency across operations. It directly supports the principles of ISO 9001 by driving efficiency, reducing errors, and embedding a culture of continuous improvement.

The BMS initiative is not only central to ISO certification but also instrumental in reinforcing operational discipline, documentation standards, and real-time collabo-

ration between departments. It is a practical embodiment of the group’s quality objectives and its commitment to long-term organizational excellence.

In a constantly shifting regulatory and business environment, ISO certification serves as both a safeguard and a competitive advantage. It enables the group to adapt quickly to changing demands, meet client expectations, and maintain trust in an increasingly performance-driven market.

This work is not simply about fulfilling external benchmarks—it is about strengthening internal capability, improving cross-functional alignment, and creating a foundation for growth that is accountable, efficient, and sustainable.

Our Commitment to Quality, Health, Safety, and Environment:

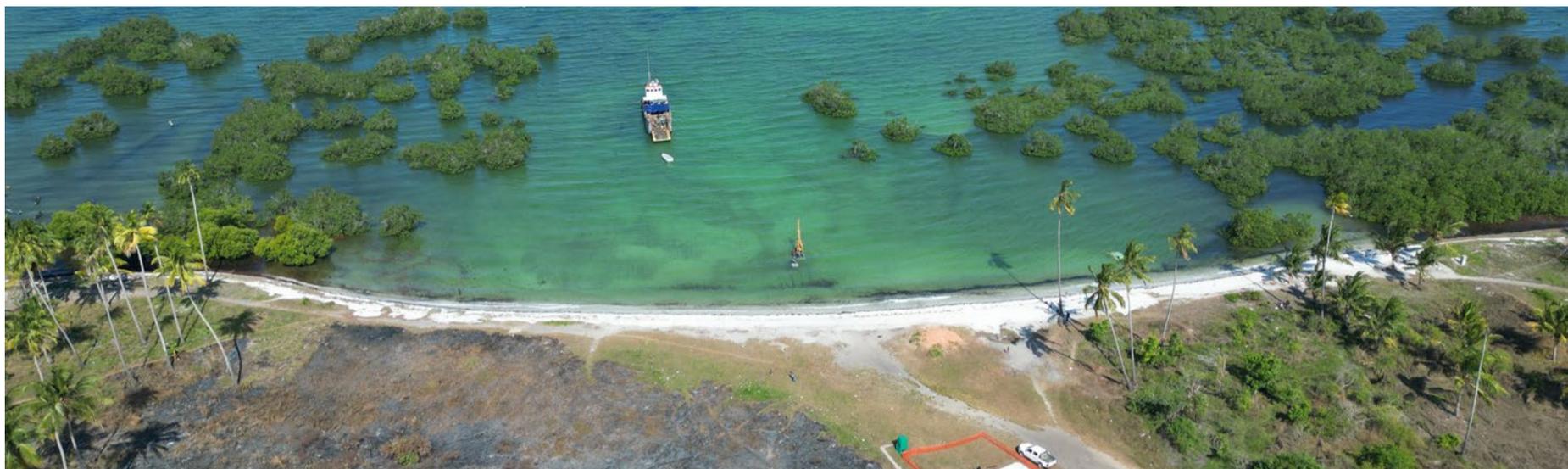
- Deliver high-quality services and infrastructure through ISO 9001-aligned systems
- Maintain strict environmental standards in compliance with ISO 14001
- Protect the health and safety of all personnel under ISO 45001
- Embed food safety practices under ISO 22000
- Ensure full compliance with legal and operational standards
- Promote active employee participation in system improvement

True North and CDI continue to build a culture where quality is not a department—but a shared responsibility. Every process, every improvement, and every lesson feeds into the larger goal: building an organization that is fit for the future.



AUDIT DATE: MAY 2025

-TODAY, TOMORROW, TOGETHER -



PALMA PORT

PLT TAKES SHAPE IN SUPPORT OF REGIONAL DEVELOPMENT

THE PALMA LOGISTICS TERMINAL DEVELOPMENT UNDERWAY TO SUPPORT NORTHERN MOZAMBIQUE'S LOGISTICS AND TRADE NEEDS WITH SCALABLE INFRASTRUCTURE AND ENERGY SECTOR INTEGRATION.

SERGIO RODRIGUES

The Palma Logistics Terminal (PLT), a partnership between True North Lda and Mozambique Ports and Railways (CFM), is steadily advancing as a key infrastructure project supporting northern Mozambique's growing logistics and trade needs. Designed as a multipurpose coastal terminal, PLT is positioned to facilitate regional development, energy sector logistics, and diversified cargo handling.

CFM, the state-owned authority responsible for Mozambique's port and rail infrastructure, brings institutional experience, regulatory alignment, and operational capacity to the partnership, while True North contributes project execution and local operational leadership. Together, they are delivering a scalable logistics solution aligned with the country's long-term economic objectives.

Phase 1 of the terminal includes the construction of a 3.5-meter draft jetty, featuring two RoRo (Roll-on/Roll-off) berths and a 100-meter LoLo (Lift-on/Lift-off) berth. These components will enable the terminal to service a range of cargo needs upon launch, while supporting future expansion.

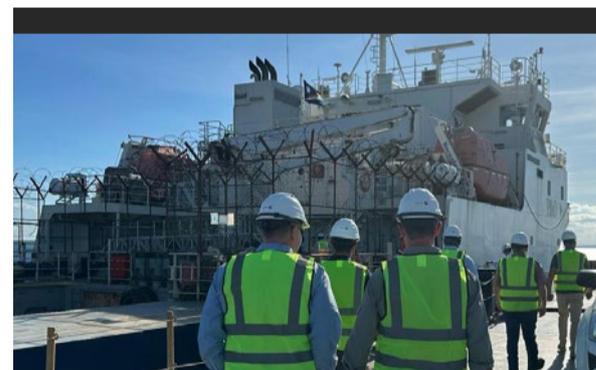


A major step was reached with the arrival of the project's dedicated dredger in Palma. Once assembled and commissioned, the dredger will begin excavating the approach channel, starting at the shoreline and progressing out to sea. Dredging operations are expected to commence once final contractual procedures are completed.

PLT will also include onshore platforms, customs and immigration facilities, and other support infrastructure—built to international standards and adapted to Mozambique's regulatory framework.

Phase 2 planning is already underway. This stage will deepen the draft to 10 meters and expand the quay with a 200-meter LoLo berth, allowing the terminal to accommodate larger volumes and vessel classes.

Existing marine assets, such as the Topaz Tobol, continue to support port-related logistics, with ongoing adjustments to optimise performance and service continuity.



In Q1, the project engaged in discussions with ExxonMobil / Rovuma LNG and upstream EPC contractors, exploring collaboration opportunities that could integrate PLT more closely into Mozambique's energy sector logistics.

In Q4 2024, the terminal secured its Environmental License—an essential regulatory milestone that confirms its alignment with national compliance, environmental protection, and operational safety standards.

As Mozambique strengthens its regional infrastructure, the PLT partnership between True North and CFM exemplifies the kind of strategic partnerships required to unlock long-term logistics capacity, economic integration, and sustainable growth.

-TODAY, TOMORROW, TOGETHER -

NEW COO A MESSAGE FROM PHILIPP

PHILIPP BÜCHLER

Dear Team,

I am thrilled to connect with you as a new colleague of our incredible organization. It is truly an honour to be part of such a talented and dedicated team, and I want to express my excitement about what lies ahead. Together, I see the vast potential we possess to not only grow further but also play a pivotal role in the Mozambican marketplace.

As I step into this position, my key focus will be on reorganizing our Procurement and Logistics Team. I have already seen the amazing groundwork that has been laid, and I am eager to build upon that foundation. This sector is crucial to our operations, and with your continued dedication, I believe we can enhance our efficiencies and drive greater impact.

Recently, Sergio and I had productive engagements with Exxon, exploring opportunities with potential clients that are actively interested in our capabilities. The enthusiasm from the marketplace is palpable, and I am excited about what we can achieve together.

While there are many promising projects ahead of us, I want to acknowledge that the current political and market situation in Mozambique presents challenges. The ongoing delays surrounding Area 1 financing are indeed concerning, but we remain hopeful that these issues will be resolved in the coming weeks. This situation reminds us of the importance of resilience and adaptability as we navigate through these complexities.

I look forward to collaborating with each of you to harness our collective strengths and explore new avenues for success. Let us continue to work together to ensure our company not only meets but exceeds the expectations of our clients and stakeholders.

Thank you for welcoming me into this outstanding team!!!

“MY KEY FOCUS WILL BE
ON REORGANIZING OUR
PROCUREMENT AND
LOGISTICS”

Employee of the Quarter

THANK YOU, VANILCE!

JULIETA PINHO

This month, we proudly recognize Vanilce for her exceptional dedication and unwavering commitment to our team. Over the past several months, she has consistently gone above and beyond, demonstrating a strong work ethic, reliability, and the ability to handle challenges with professionalism and grace.

Her contributions have not gone unnoticed and serve as a true example of the values we strive for.

Congratulations, Vanilce! Your hard work and commitment are deeply appreciated.



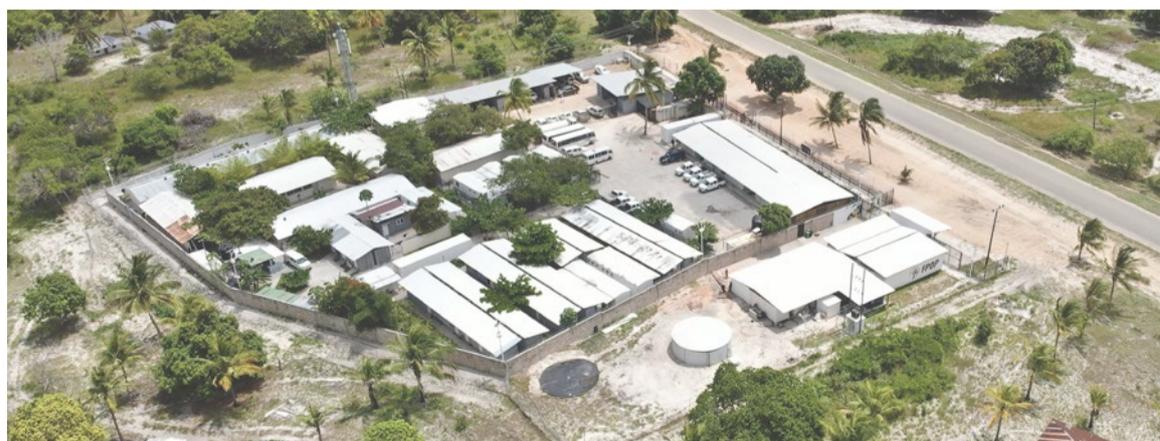
CRITERIA

True North & CDI believes in recognizing and celebrating the hard work, dedication, and excellence of our team members. Each month, an Employee of the Month is selected based on the following key criteria:

- **Exceptional Performance** – Consistently demonstrates outstanding work, exceeding expectations in their role.
- **Commitment to Excellence** – Upholds True North’s values, maintains a positive attitude, and contributes to a high standard of service.
- **Teamwork & Collaboration** – Supports colleagues, fosters a strong team environment, and helps create a culture of mutual respect.
- **Innovation & Initiative** – Takes the lead in problem-solving, improving processes, or finding creative solutions to challenges.
- **Customer & Client Focus** – Provides exceptional service to clients, partners, and stakeholders, reinforcing True North’s reputation for excellence.

Each month, nominations are submitted by peers and managers, and the final selection is made by leadership. The chosen employee will be featured in our newsletter, receive a token of appreciation, and enjoy well-deserved recognition for their hard work.

LIFE SUPPORT OPERATIONS CONSOLIDATION AT MANGUNA PARK



Amani Camp

In alignment with our mission to foster sustainable growth and optimize resources, we are consolidating all personnel and core operations at Manguna Park. This strategic move reflects our dedication to excellence, efficiency, and ongoing enhancement.

Amani Camp will be placed in standby mode, with a dedicated maintenance team ensuring it remains operationally ready to support future needs. By centralizing our efforts, we aim to enhance collaboration, streamline operations, and uphold our vision of sustainable impact and development in the region.

-TODAY, TOMORROW, TOGETHER -

TOPAZ TOBOL

BOOSTING LOGISTICS CAPACITY TO AFUNGI

THE TOPAZ TOBOL, A 200 TEU CONTAINER AND BREAKBULK SUPPLY VESSEL, HAS SIGNIFICANTLY BOOSTED LOGISTICS CAPACITY FOR AFUNGI AND PALMA, OFFERING FLEXIBLE FREIGHT SOLUTIONS FOLLOWING A CUSTOM RAMP INSTALLATION AND COMMISSIONING.



PHILIPP BÜCHLER

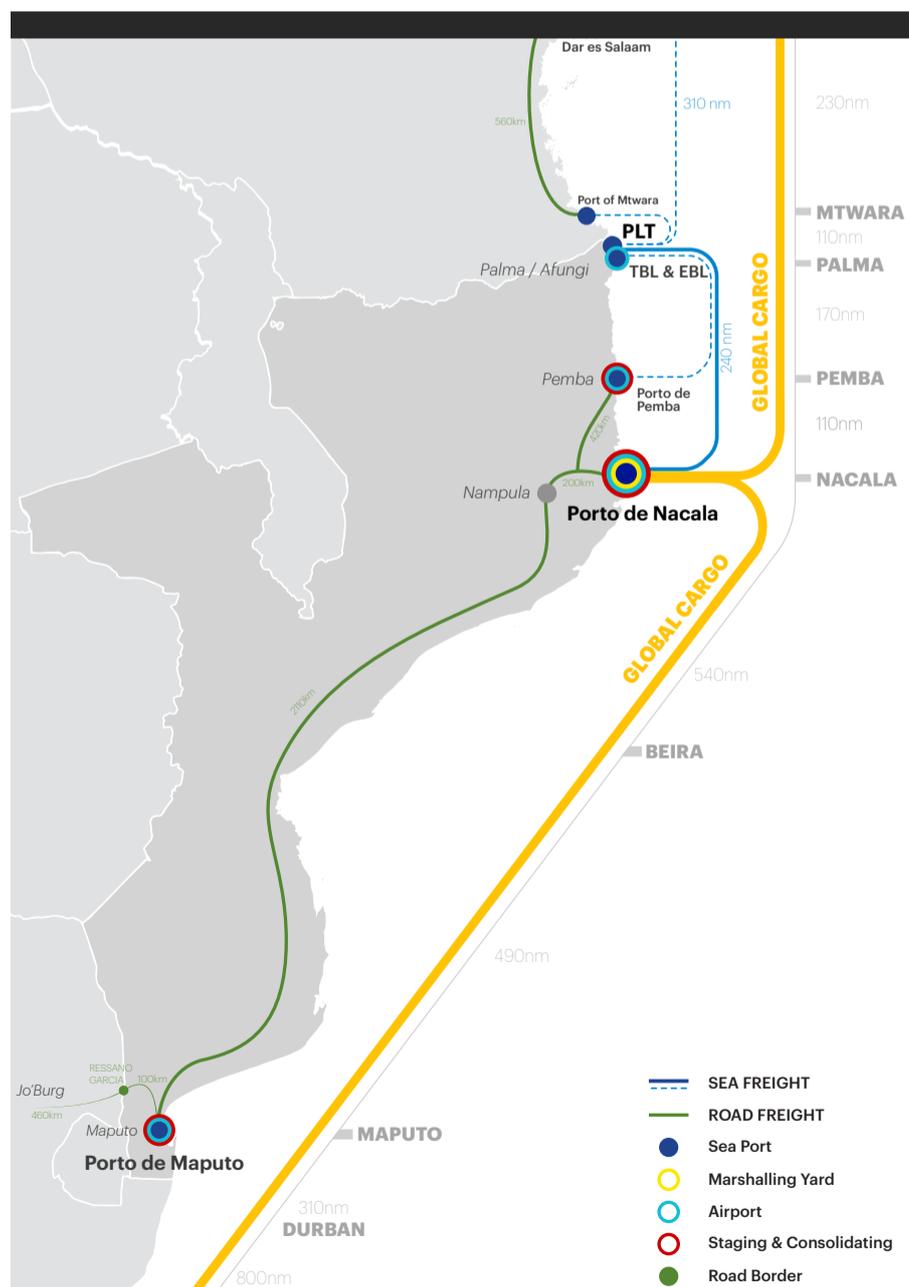
True North is proud to introduce the Topaz Tobol, a versatile container and breakbulk supply vessel that has significantly expanded our logistics capacity servicing the Afungi region. Since her commissioning—following the installation of a custom-built ramp to meet local operational demands—she has become a vital asset in enhancing freight efficiency and reliability in northern Mozambique.

Built in 2017/2018 by the renowned VARD Group AS in Norway, the Topaz Tobol is flagged under the Marshall Islands and classified by ABS with the notation +1A1, E0, R2, DK (+), attesting to her robust design and seaworthiness.

With the capacity to carry up to 200 TEU (Twenty-Foot Equivalent Units), the vessel is well-suited for both containerized and breakbulk cargo, providing flexible solutions for clients operating in remote areas. Her configuration and deck space make her an ideal choice for supporting complex supply chain needs along the northern coast, particularly to Afungi and Palma.

For those seeking dependable, high-capacity maritime freight services in the region, the Topaz Tobol offers a strategic advantage—combining international-grade performance with localized operational readiness.

For freight inquiries and vessel specifications, contact:
(+258) 84 075 8481 | (+258) 82 701 5009 | commercial@plt.co.mz | www.plt.co.mz



THE COMARCO PALMA DELIVERS HER FINAL CARGO

FAREWELL, OLD GIRL

The Comarco Palma, much loved by all, has delivered her final load in February in the form of the new dredger for PLT. We thank her for her service.



THE LOGISTICS INFRASTRUCTURE FOR TRUE NORTH & CO IN MOZAMBIQUE

-TODAY, TOMORROW, TOGETHER -

TRUE NORTH - ALS

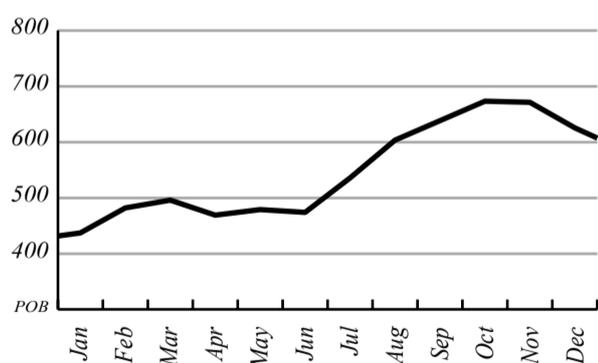
OPERATIONAL EXCELLENCE IN AFUNGI

TRUE NORTH'S AFUNGI LIFE SUPPORT (ALS) TEAM HAS BEEN THE BACKBONE OF OPERATIONS IN AFUNGI, DELIVERING ESSENTIAL SERVICES AND INFRASTRUCTURE MAINTENANCE WITH EXCELLENCE, DILIGENCE, PASSION, AND CARE TO SUPPORT TOTALENERGIES AND THE LOCAL COMMUNITY.

THERON THEUNISSEN

In a region where logistics can mean the difference between progress and paralysis, True North Afungi Life Support (TN ALS) has become an essential component of daily life in Afungi. Since its launch in 2021, TN ALS has supported the TotalEnergies-led operations with a comprehensive suite of site services that keep critical infrastructure functional and people safe, housed, and supplied.

With a core team of 68 full-time staff and supervision of 302 SME casual labourers, ALS manages a broad portfolio of operations—often unnoticed but always indispensable. In 2024 alone, the team facilitated 7,353 passenger movements via Skyway flights, maintained a monthly average of 549 residents at ACE Camp, and handled over 14.8 million litres of fuel.



Their maintenance crew has also remained busy, completing 594 electrical jobs, 813 HVAC tasks, 401 plumbing fixes, and more than 1,000 general repair and upkeep operations.

But the numbers only tell part of the story.

ALS teams are responsible for the upkeep of essential infrastructure across Ace Camp, Quitunda Village, and affiliated support areas—including the daily monitoring of boreholes, sewage and water treatment systems, incinerator operations, and diesel dispensing. They manage 39 generators, providing routine service, diagnostics, and emergency repair work. Their support extends to the Protection Forces, including logistics and infrastructure for a newly built 400-person camp.

True North's ALS team also contributes to community-focused efforts—such as the Livelihood Restoration Project and Quitunda's water system management—blending logistics with social responsibility.

With a motto of "Providing Solutions to the Client since April 2021," TN ALS continues to demonstrate what well-coordinated, multidisciplinary support can achieve in one of the country's most complex operating environments.



ALTHOUGH A SMALL PART OF OUR TEAM, FROM LEFT TO RIGHT, TOP ROW: IZAN, WAYNE, ANTON, THERON, ABDUL, HAROLD, FILIMAO AND NATANIEL
BOTTOM ROW: FELIZ, LEANDRO, GUSTAVO, BICHE, GODFREY, MANUEL, FERNANDA.

-TODAY, TOMORROW, TOGETHER -

MANGUNA PARK ENTERING THE HOME STRETCH

MANGUNA PARK HAS ACHIEVED SUBSTANTIAL PROGRESS THIS QUARTER, NEARING COMPLETION WITH NEW ACCOMMODATION BLOCKS, OPERATIONAL FACILITIES, INNOVATIVE WORKSHOP DESIGNS, AND UP-GRADED INFRASTRUCTURE, SIGNIFICANTLY ENHANCING TRUE NORTH'S CAPABILITIES AND READINESS.

BRANDON-LEE VAN ZYL

Manguna Park is making significant strides toward completion, showcasing excellent progress over the past quarter. Despite challenging rainy conditions, teams have remained diligent and dedicated, advancing several critical infrastructure projects that substantially enhance True North's operational capabilities.

Key developments include the erection of a warehouse which will feature food-grade cold and dry storage, ensuring robust logistical support. Accommodation Block E has been completed, raising the capacity to over 200 beds. Work has commenced on Accommodation Block F, which adopts a dormitory design and will soon add another 150 beds to the facility.



Significant improvements have been made to the site layout, including the clearance of containers from the work yard, resulting in a spacious and professional environment. The kitchen, mess hall, laundry, and control room have all been successfully commissioned and handed over to operations, further solidifying the efficiency of the park.

Earthworks for platform construction are now underway, alongside the fabrication of infrastructure supporting security and communications equipment. Addi-



tionally, the strongroom's fit-out and finishing touches are nearing completion.

The northern workshops have reached a critical milestone, with roofing complete and featuring an innovative 15-meter span utilizing a new truss design, significantly expanding True North's container-format workshop capabilities. Exciting developments at FP-DP's carpentry workshop include the near completion of the mezzanine level, with imminent office and store fit-outs, enhanced by state-of-the-art CNC machinery.



To enhance the visual appeal and foster an engaging environment, mural designs have been finalized for key walls, promising to greatly enliven communal spaces. Additionally, Mecanoz's new vehicle service



centre, capable of handling both light and heavy vehicles, is close to operational readiness with the installation of a new service pit.



Finally, the design for the medical centre has been approved according to rigorous standards, promising a substantial upgrade in True North's remote medical service capabilities.

It's rewarding to see Manguna Park nearing completion, reflecting True North's core values of excellence, diligence, and passion, and positioning the facility as a cornerstone of operational and community support in the region.

-TODAY, TOMORROW, TOGETHER -

FPDP

CELEBRATING 3 YEARS OF SUSTAINABLE IMPACT

CELEBRATING ITS THIRD ANNIVERSARY, FPDP CONTINUES TO EMPOWER COMMUNITIES IN CABO DELGADO THROUGH SUSTAINABLE BAMBOO CULTIVATION, INNOVATIVE ENVIRONMENTAL INITIATIVES, JOB CREATION, AND COMPREHENSIVE SKILL-BUILDING PROGRAMS, REINFORCING TRUE NORTH'S MISSION OF LASTING SOCIO-ECONOMIC AND ENVIRONMENTAL RESILIENCE.

YARA CHIDIAMASSAMBA



BENEFICIARIES WORKING ON THE FUTURE OF CABO DELGADO

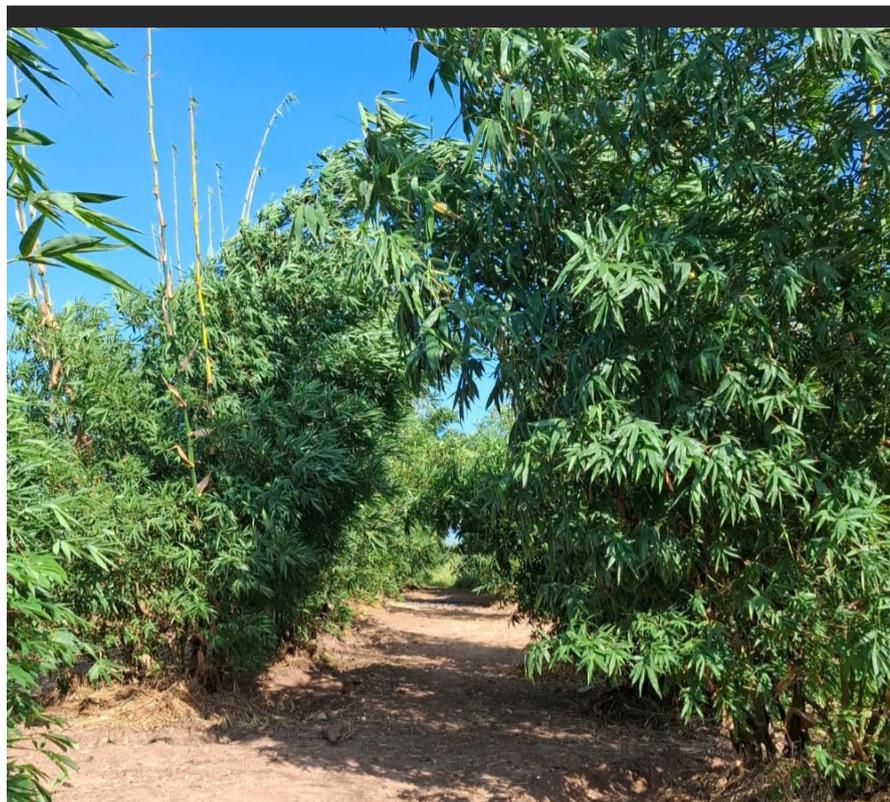
IMPACTFUL NUMBERS

750

LIVELIHOODS CREATED. A COMBINATION OF THE 200 DIRECT BENEFICIARIES, THEIR FAMILIES, AND THE OTHER FPDP INITIATIVES LIKE POA.

150

HECTARES OF PLANTED WITH BAMBOO. THE RAINY SEASON ENSURED ESTABLISHMENT OF THE PLANTS, ALREADY GUARANTEEING A POWERFUL RESOURCE FOR THE BENEFICIARIES



ESTABLISHED BAMBOO PLANTS IN THE ROVUMA BAMBOO BELT PLANTATIONS - APPROX. 3 YEARS FROM FIRST HARVEST

This quarter marks a significant milestone for Fundação Para o Desenvolvimento de Palma (FPDP) as it proudly celebrates three years of transformative community engagement and sustainable growth. Born out of a commitment to rebuild and empower the communities of Cabo Delgado following the devastating insurgency of 2021, FPDP is deeply rooted in True North's core value of Care, promoting unity, peace, and mutual benefit across the region.

Since its inception, FPDP has positively impacted nearly 200 beneficiaries in Palma and across Mozambique, creating economic opportunities through sustainable bamboo cultivation and community-driven initiatives. Central to FPDP's mission is empowering vulnerable communities to build resilience against social, economic, cultural, and environmental risks, providing essential tools for long-term stability and growth.

Recent rains, although delayed, have revitalized the bamboo plantations, ensuring healthy growth for the season ahead. Recognizing the community's efforts, FPDP distributed new gumboots to field workers, safeguarding their health and enhancing their productivity.

Continuing its pioneering spirit, FPDP recently initiated a partnership with local weavers to replace plastic nursery bags with eco-friendly alternatives made from palm tree leaves. This innovative approach, first tested successfully in FPDP's own nursery, not only reduces environmental impact but also generates additional income for artisans within local communities.

The Rovuma Bamboo Belt initiative, FPDP's flagship project, spans a strategic corridor of 320 kilometres connecting villages and smallholder farms across Cabo Delgado. The initiative has already established 150 hectares of bamboo plantations, supporting job creation and environmental rehabilitation. Additionally, FPDP manages extensive bamboo nurseries, producing over 80,000 seedlings annually, with plans to scale up significantly in the coming years.

FPDP's multifaceted strategy also includes comprehensive skills training programs, ensuring communities gain valuable expertise in bamboo cultivation, agroforestry, carpentry, and entrepreneurship. This targeted training promotes gender equality, economic empowerment, and social cohesion.

As FPDP marks three impactful years, its growth trajectory underscores True North's vision of sustainable development and meaningful socio-economic change, reinforcing Cabo Delgado's position within the emerging green economy.



N'CUMBI & MATAPATA PLANTATIONS (100HA)

CALLS FOR FUNDING

FPDP FUNDING EFFORTS GAIN MOMENTUM

FPDP has recently initiated efforts to secure additional funding, reaching out to various national and international institutions to support its ongoing community empowerment and environmental initiatives. Early feedback has been positive, signalling promising opportunities for future growth and expanded impact across Cabo Delgado.

-TODAY, TOMORROW, TOGETHER -

POA-POA!

THE POA REVERSE OSMOSIS FACILITY, ESTABLISHED BY FPDP, PROVIDES PURIFIED WATER AND ICE TO SUPPORT TRUE NORTH'S OPERATIONS, WHILE CREATING LOCAL JOBS, EMPOWERING THE COMMUNITY, AND PROMOTING SUSTAINABILITY WITH LOCALLY SOURCED LABOUR.

WERNER WENDELSTADT

The POA (Purified Operations Afungi) reverse osmosis facility, established by the FPDP foundation, is now fully operational, delivering purified water and ice while creating jobs and promoting community engagement. In Swahili, "POA" means "cool" or "good," reflecting the refreshing and positive impact of the facility.

Constructed in just five months, the facility was built with labour sourced from FPDP's bamboo communities, reflecting a commitment to local economic empowerment. The plant's state-of-the-art reverse osmosis system purifies 1,000 litres of water per hour, drawn from an on-site borehole. In addition to bottled water production, capable of filling up to 1,000 bottles per hour, the plant also features an 18.9-litre bottle filling station with a sanitization tank and an ice machine capable of producing a ton of ice every four hours.



POA WATER BOTTLING PLANT IN PALMA

To enhance sustainability and ensure uninterrupted operations, backup generators have been installed. All employees at POA were selected from local communities and trained in operations, housekeeping, and health, safety, and environment (HSE) protocols, underscoring the project's focus on skill-building and long-term resilience.

Currently, POA supplies high-quality treated water to all True North departments and is expanding its outreach through marketing efforts aimed at securing additional clients. The facility's eye-catching branding, developed by CDI's media team in collaboration with a local artist, adds a vibrant and distinctive touch to this impactful project, celebrating both local creativity and the promise of sustainable development in the region.



THE POA OPERATIONAL TEAM, ALL PALMA LOCALS



BRANDED WATER DELIVERY TRUCK

-TODAY, TOMORROW, TOGETHER -

EPCM DELIVERS KEY PROJECT MILESTONES

OSVALDO DE CASTRO

The EPCM team has successfully completed and handed over the ACE Camp Incinerator Refurbishment project to TE, marking another achievement in infrastructure upgrades. Meanwhile, the ExxonMobil Pioneer Camp vegetation clearing project has been extended until the end of March 2025, ensuring continued progress on site preparations.

Additionally, the team wrapped up borehole drilling and trial pit openings for TE's

Groundwater Level Monitoring Project, supporting essential environmental assessments. Looking ahead, EPCM has secured a new contract with Sotmoz for ACE Camp's Power Island Fuel Line Alterations, reinforcing its expertise in critical facility upgrades.



TRUE NORTH'S DRILL TEAM CONDUCTING TOOLBOX TALKS



A WELL READY FOR DEVELOPMENT



EXXON PIONEER CAMP CLEARED OF VEGETATION

-TODAY, TOMORROW, TOGETHER -

MECANOZ

STRENGTHENING MECHANICAL CAPACITY IN PALMA

MECANOZ CONTINUES TO STRENGTHEN ITS ROLE AS A KEY MECHANICAL SERVICE PROVIDER IN PALMA, EXPANDING ITS FLEET, SECURING NEW MAINTENANCE CONTRACTS, AND REFURBISHING CRITICAL EQUIPMENT TO SUPPORT CRITICAL OPERATIONS IN NORTHERN MOZAMBIQUE.

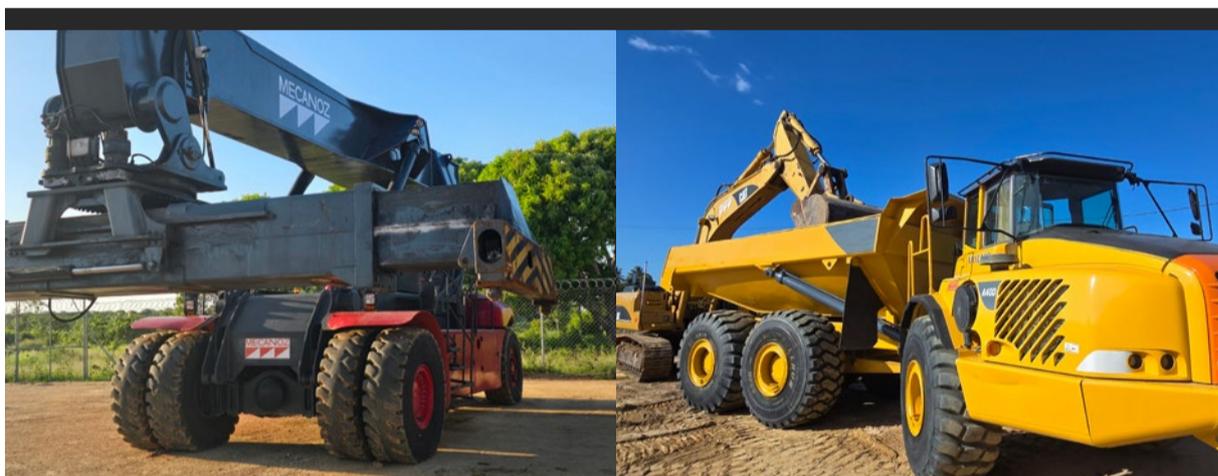
GAVIN NEIL

In Palma's demanding logistics and energy landscape, Mecanoz has steadily grown into a trusted provider of plant hire, fleet maintenance, and mechanical solutions. Guided by a mission to deliver operational efficiency and foster long-term value, Mecanoz is focused on offering reliable service and scalable support to projects across northern Mozambique.

In recent months, Mecanoz has expanded its equipment fleet, diversifying its service offerings to better meet evolving client needs. The company has also signed a new vehicle maintenance contract with Toyota, a major fleet operator in the region—further reinforcing its reputation for dependable mechanical expertise.

Meanwhile, Mecanoz's Heavy Vehicle (HV) workshop has successfully completed a refurbishment programme, bringing multiple large machines back to operational condition. These improvements aim to ensure maximum uptime and reliability for partners working in complex, high-demand environments.

As Mecanoz scales its operations, its commitment to quality,



NEWLY ACQUIRED EQUIPMENT BRANDED, ON-SITE AND OPERATIONAL

safety, and innovation remains central. The company continues to align with best practices in workshop service delivery, positioning itself as a key player in Palma's mechanical services sector.

As Mecanoz looks ahead, it does so with a clear focus: enabling operational readiness through well-maintained machinery, skilled service delivery, and a values-driven approach to growth.

MISSION:

“To be the leading provider of plant hire and mechanical solutions in Palma, ensuring operational excellence, safety, and sustainable growth in the industries we serve.”

VISION:

A future where Mecanoz is the go-to provider for plant hire, fleet maintenance, and workshop services in Palma, delivering long-term value for clients, employees, and stakeholders while fostering innovation and technical excellence.

OUR CORE VALUES

RELIABILITY

We deliver dependable service and ensure that our equipment is always well-maintained and ready to perform.

INNOVATION

We strive to continuously improve our processes and adopt new technologies that enhance efficiency and service delivery.

COMMITMENT

Integrity and accountability are central to how we operate, whether it's maintaining equipment or delivering on client expectations.

SAFETY FIRST

We prioritize the well-being of our people, clients, and the environment, embedding safety in every aspect of our work.



-TODAY, TOMORROW, TOGETHER -

KEA MARINE

EXPANDING MARITIME CAPABILITIES IN NORTHERN MOZAMBIQUE

KEA MARINE HAS EXPANDED ITS MARITIME SERVICES ACROSS NORTHERN MOZAMBIQUE, SUPPORTING LOGISTICS AND ENVIRONMENTAL MONITORING WHILE PREPARING ITS UPGRADED FLEET FOR INCREASED DEMAND FOLLOWING THE LIFTING OF FORCE MAJEURE.

JON WRIGHT

In the evolving landscape of offshore and coastal development in northern Mozambique, KEA Marine has quietly grown into a dependable maritime service provider. A subsidiary of CDI, KEA Marine has continued to build operational momentum in Q1 2024, offering critical marine support to projects in Palma, Afungi, and the surrounding waters.



Amani Landing Craft

Operating from the EBL and Tunge Bay, KEA Marine provides vessels and technical teams to support both internal clients, such as BioVision, and third-party operations. Their scope of work includes water quality sampling from various depths and SCUBA diving surveys led by marine biologists. These services play a key role in ongoing environmental monitoring efforts tied to regional development.

A major new capability is the deployment of a multi-beam SONAR system. Enabling high-resolution subsea mapping and advanced environmental scanning. This enhancement

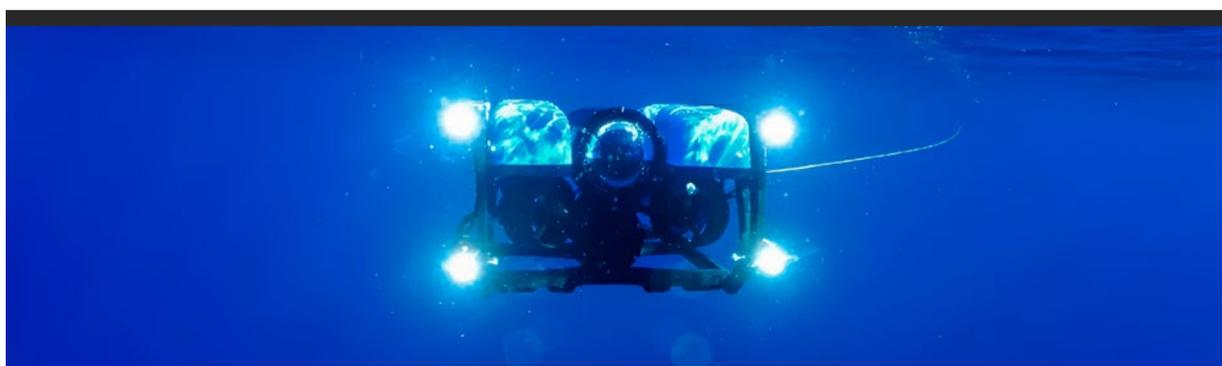
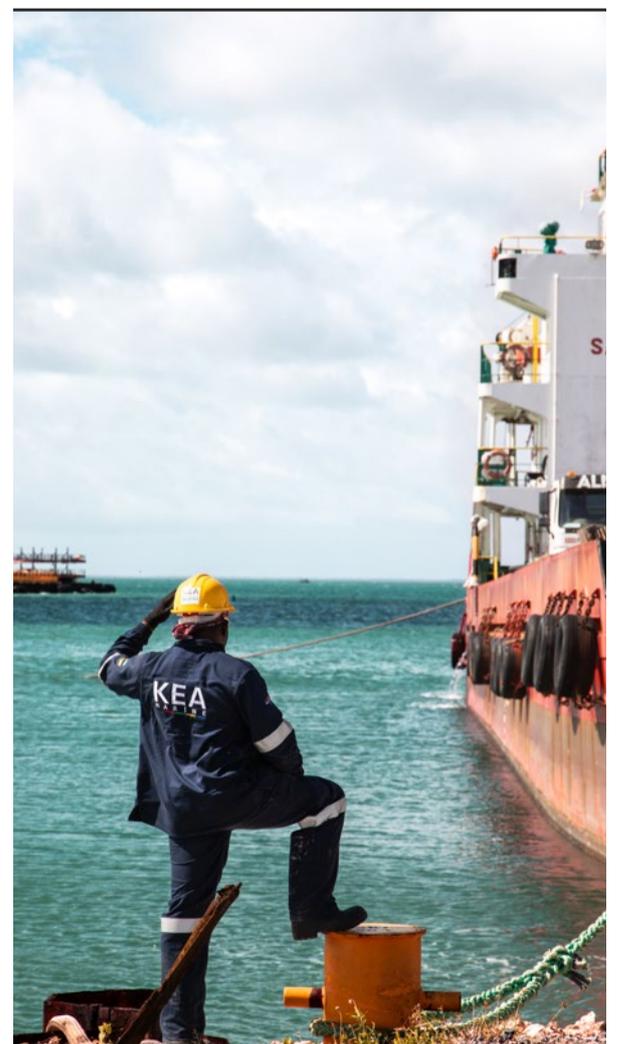
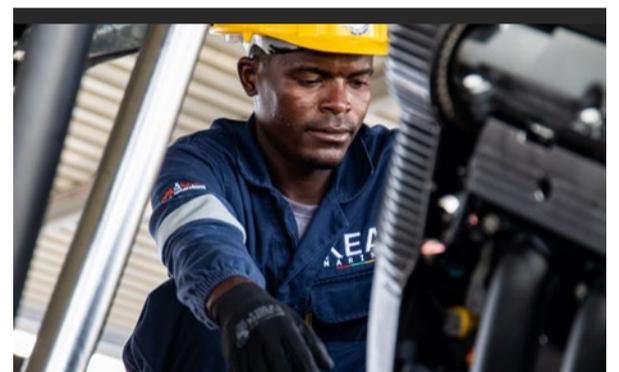
brings added value to KEA's growing list of services and opens new avenues for hydrographic and ecological survey support.

With the anticipated rise in demand following the lifting of Force Majeure, KEA Marine has proactively invested in fleet maintenance and upgrades to ensure readiness. The company's fleet—including the Amani landing craft, Guardian and Sashimi patrol vessels, and a range of ROVs and bathymetric scanning tools—is purpose-built to deliver reliable support across logistics, environmental compliance,



KEA Marine's Decompression Chamber in Palma and marine operations.

As the region balances development with environmental stewardship, KEA Marine continues to play a vital role in delivering integrated, responsible maritime solutions that support progress while safeguarding coastal ecosystems.



-TODAY, TOMORROW, TOGETHER -

BIOVISION

STRENGTHENING SUSTAINABILITY THROUGH COMPLIANCE AND COLLABORATION

BIOVISION HAS SUCCESSFULLY COMPLETED ITS ISO EXTERNAL AUDIT AND CONTINUES TO EXPAND ITS IMPACT THROUGH REGULATORY SUPPORT, ENVIRONMENTAL AUDITS, AND SUSTAINABLE DEVELOPMENT INITIATIVES ACROSS MOZAMBIQUE AND BEYOND.



AUDITS OF SUSTAINABLE FORESTRY OPERATIONS, CENTRAL MOZAMBIQUE



BIOVISION'S RITA & CLAUDIA IN ACTION IN ANGOLA

RITA BENTO

BioVision is proud to announce the successful completion of its ISO external audit, marking a significant milestone in its commitment to excellence. The audit, conducted by Bureau Veritas Moçambique, Lda., concludes the final stage of the ISO certification process. BioVision is now in the final phase of addressing minor non-conformities as it advances toward full certification under ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management), and ISO 45001:2018 (Occupational Health and Safety Management).

This achievement underscores BioVision's dedication to maintaining high international standards across its operations. These certifications reflect the company's proactive approach to consistent optimisation, environmental responsibility, and worker safety—further solidifying its position as a trusted partner in social and environmental management.

In support of regulatory compliance and environmental stewardship, BioVision has also begun the Environmental License Renewal process for True North's Amani and Manguna Camps. Working closely with True North, BioVision is coordinating the review of all environmental and social commitments, engaging with relevant authorities, and ensuring alignment with Mozambican regulations.

Building on this momentum, BioVision has been reappointed for the second consecutive year to conduct environmental audits at Portucel's units in Manica and Zambézia. This assignment carried out under Decree No. 25/2011, reflects the continued trust in BioVision's ability to deliver high-quality, compliant, and actionable environmental assessments.

Additionally, BioVision is providing key support to various national initiatives, including:

- Site reconnaissance and fieldwork for the Namaacha Wind Farm and Transmission Line RAP implementation;
- Environmental license renewal support for Sentratek; Environmental audits for the PDUL project in Niassa, Zambézia, Gaza, and Sofala;
- Participation in the Agricultural and Commercial Development Project (PDAC) in Angola, focusing on sustainable agricultural infrastructure development.

With a growing portfolio and an unwavering commitment to environmental and social responsibility, BioVision continues to drive impactful change and support sustainable development across the region.



-TODAY, TOMORROW, TOGETHER -

BMS PIPELINE

The Business Management System (BMS) is being developed as a comprehensive platform to eventually cover all aspects of our operations. Development is ongoing, with several modules already completed—namely Modules Hospitality, Fleet, and Helpdesk—all of which are accessible via the True North homepage under ‘BMS Applications’. Looking ahead, BMS Admin & Integrations, and Procurement Modules, are set to launch in Q2, with O&M and Asset Management Modules next in line for development. This progressive rollout reflects our commitment to structured, efficient, and scalable business processes across the group.



GUSTAF VAN WYK

SPATIAL SERVICES EXPANDS

SPATIAL SERVICES EXPANDS CAPABILITIES ACROSS LAND, AIR, AND SEA

After a year of focused development, True North Spatial Services has emerged with a strengthened team and an expanded suite of offerings. The department now delivers comprehensive spatial solutions designed to support effective planning, informed decision-making, and operational efficiency across a range of industries.

Organised into three specialised units—Terrestrial Surveying, Aerial and Remote Sensing, and Hydrographic Surveying—the division blends cutting-edge technology with field expertise to produce precise, high-quality datasets.

TERRESTRIAL SURVEYING:

Using advanced ground-based equipment, the team captures critical data for topographic surveys, boundary demarcations, and infrastructure assessments, delivering reliable outputs tailored to construction, engineering, and environmental projects.

AERIAL AND REMOTE SENSING:

A fleet of drones equipped with LiDAR, RGB, and thermal sensors provides high-resolution imagery and 3D modelling



DJI MATRICE WITH ZENMUSE L2 LIDAR

capabilities. These tools support volumetric analysis and environmental monitoring across diverse landscapes.

HYDROGRAPHIC SURVEYING:

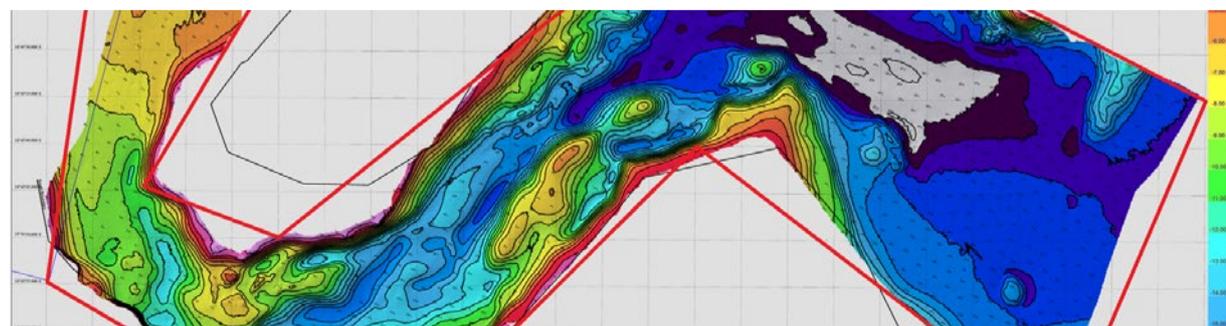
The team’s new multibeam sonar technology enables detailed bathymetric and seabed mapping in shallow water environments—vital for marine research, submerged infrastructure, and coastal development.

Spatial Services also specialises in transforming raw field data into usable, compatible datasets that meet specific client requirements. By integrating terrestrial, aerial, and hydrographic insights, the department delivers data-driven results that help drive smarter, faster decision-making.

With expanded capabilities and a skilled multidisciplinary team, True North Spatial Services is positioned to support projects from the ground up—ensuring accuracy, insight, and impact at every stage.



TN SURVEY TEAM



PALMA CHANNEL MULTI-BEAM SONAR SCAN

BIM & BEYOND

ARCHITECTURE & ENGINEERING

The True North BIM team has been instrumental in supporting EPCM projects, with standout contributions to the progress at Manguna Park. Quietly working behind the scenes, they have expanded their toolkit to include Revit for design and documentation, Robot for structural analysis, and Civil 3D for civil works and road layouts.

Notably, the team took on the challenge of designing drainage systems at Manguna Park, mastering Civil 3D to meet the complex site conditions and ensure reliable water management solutions. This adaptability underscores the team’s commitment to continuous learning and technical growth.

Always evolving and responsive to project needs, the BIM team continues to deliver high-quality, coordinated outputs that keep our developments moving forward efficiently and accurately.

TN WEBSITE DEVELOPMENT

WWW.TRUENORTH.CO.MZ

True North’s Website is being developed in-house by the IDS team and is set to be launched early in April. They are putting their best foot forward to show the world the what True North is all about. Watch this space!

-TODAY, TOMORROW, TOGETHER -

HSE - Q1 KEY INDICATORS

TOTAL RECORDABLE INCIDENT RATE (TRIR):----- **0.00**
 LOST TIME INJURY FREQUENCY RATE (LTIFR):----- **0.00**
 NUMBER OF SAFETY TRAINING HOURS COMPLETED:----- **8984.5**
 PROACTIVE SAFETY REPORTING (LEADING INDICATORS):

302 SAFETY OBSERVATIONS AND 7 NEAR MISSES

THE BEKKER HEALTH COLUMN

THE PRIVILEGE OF GOOD HEALTH—AND WHY SOME OF US ARE SITTING IN ICE

BRENDON BEKKER

As we kick off this edition of the newsletter, it's worth pausing to reflect on a simple but powerful truth: being healthy is a luxury.

Waking up pain-free, without chronic issues, and feeling energized is something many people long for. Yet when we're well, it's easy to take that for granted. Health isn't just a given—it's a privilege that requires care and attention. Exercise, nourishing food, quality sleep, and mindfulness are all investments in the one thing we can't afford to lose: our well-being.

Take care of your health before it's too late.

Now, for those of you who've noticed colleagues submerging themselves in baths of ice and wondered what kind of madness has taken hold—let's talk about ice baths.

While it might look like self-inflicted torture, cold water immersion has become a popular wellness practice for good reason. Ice baths offer a range of health benefits, especially for recovery and mental resilience:

- **Reduced muscle soreness and inflammation:** Athletes have long used cold therapy to speed up recovery after intense training or physical labour.
- **Boosted circulation:** Cold exposure causes blood vessels to constrict and then dilate, which helps improve blood flow.
- **Stronger immune response:** Some studies suggest regular cold exposure can increase white blood cell counts, helping the body fend off illness.
- **Improved mood and focus:** The shock of cold triggers a release of endorphins and activates the parasympathetic nervous system, which can boost mental clarity and reduce stress.
- **Increased resilience:** Practicing controlled exposure to discomfort (like an ice bath) can help build discipline, mental strength, and emotional regulation.

Whether or not you're ready to try it yourself, it's a great example of how some are taking their self-care to new levels. Because staying healthy—and feeling good in your body and mind—is something truly worth the effort.



SOME OF THE BOYS ENJOYING A RELAXING ICE BATH

HSE: VISIBLE FELT LEADERSHIP

VFL AND LEADING INDICATORS DRIVE CONTINUOUS IMPROVEMENT IN OUR SAFETY PERFORMANCE.



VAUGHAN MARTIN

At the core of our Health, Safety, and Environment (HSE) approach is Visible Felt Leadership (VFL)—a proactive philosophy that places leaders directly alongside the workforce to promote safety, reinforce protocols, and build trust. When leaders are actively present on the ground, they not only lead by example but also create meaningful opportunities for real-time feedback, continuous learning, and a stronger safety culture.

VFL with the Steel Fixing Team

In a recent example of this leadership in action, our management team engaged directly with the Steel Fixing Team. This demonstration of commitment to safety through on-site interaction helps reinforce best practices and fosters open communication. These interactions are crucial for building mutual trust and ensuring that safety protocols are lived out, not just written down.



Leading vs Lagging Indicators

To effectively manage risk and strengthen our safety performance, we focus on leading indicators—those proactive metrics that help us identify and address potential issues before they result in incidents. Our HSE team closely monitors safety observations, near-miss reporting, and training completion rates, using these insights to drive continuous improvement across all operations.

Safety Compliance Impact

This integrated approach is fully aligned with our HSE Management System and supports our broader pursuit of the highest standards and diligence. By identifying hazards early and encouraging a culture of accountability, we are not only preventing incidents but also empowering every team member to take ownership of safety.

Together, through visible leadership and proactive monitoring, we continue to raise the bar for safety performance across our sites.



-TODAY, TOMORROW, TOGETHER -

TRUE NORTH STRENGTHENS LOCAL CONTENT, SUSTAINABILITY, AND COMMUNITY TIES

GUSTAF VAN WYK

ALIGNING WITH OIL & GAS LOCAL CONTENT PLATFORM

Mozambique’s government requires mega oil and gas projects to prioritize local companies and workforce in their supply chains. In line with this local content policy, the Palma Development Foundation (FPDP) is now registered on the Rovuma LNG Supplier Platform to better integrate with the industry. This online portal – established by the Rovuma Basin LNG consortium – serves as a central database connecting oil and gas operators with Mozambican businesses (mozup.org). By joining the platform, FPDP can easily stay informed about upcoming work tenders, partnership offers, and training programs tailored to local suppliers. This step ensures FPDP’s projects are aligned with national development goals and opens the door to new opportunities in Mozambique’s growing gas sector.



ENVIRONMENTAL SUSTAINABILITY

ADVANCING CARBON CREDIT CERTIFICATION FOR BAMBOO PROJECT

In parallel, FPDP – in collaboration with environmental consulting firm BioVision – is developing the Climate, Community, and Biodiversity (CCB) Standards documentation for the Rovuma Bamboo Belt initiative.

The CCB Standards provide a framework for verifying that carbon offset projects yield positive benefits for the climate, local communities, and biodiversity. This comprehensive document is a key part of the process to achieve certification under Verra’s carbon credit system, and it will detail how the bamboo reforestation project contributes to climate change mitigation, supports community livelihoods, and protects local ecosystems. The Rovuma Bamboo Belt project, which plans to establish 5,000 hectares of bamboo across Cabo Delgado, will use the CCB report to showcase its standardized impact metrics. By pursuing this certification,

FPDP and BioVision aim to not only generate verified carbon credits but also demonstrate transparent co-benefits for people and nature – strengthening the project’s credibility in the carbon market.



COMMUNITY BONDS THROUGH FRIENDLY FOOTBALL IN PALMA

True North (TN) – FPDP’s key partner – has been operating on the ground in Palma for over a decade, fostering a strong cooperative relationship with local stakeholders. This long-term engagement is reflected in community initiatives that promote social cohesion and a positive work environment. In fact, the Palma district government regularly invites True North’s team to participate in friendly football matches as a gesture of camaraderie. This year was no exception: TN was invited to face the Palma government side in a match that ended in a 3–0 victory for the True North team. More important than the score, these informal games help deepen mutual trust and human connections between the company’s staff and the local community. Such moments of teamwork and goodwill off the clock contribute to a healthy social environment for employees and reinforce True North’s reputation as a supportive community partner.



-TODAY, TOMORROW, TOGETHER -

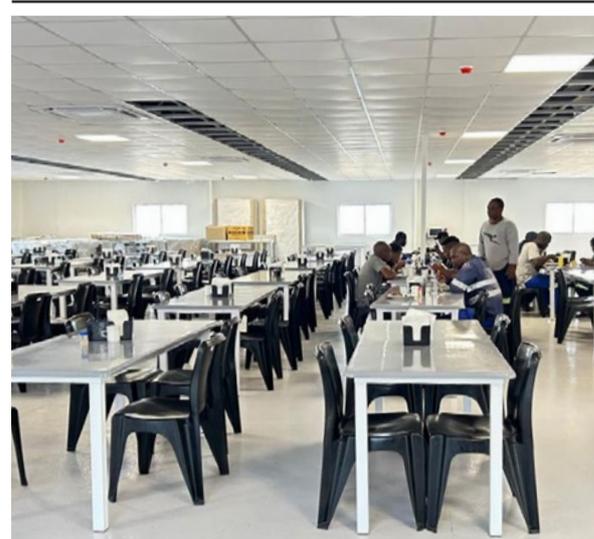
CAMP LIFE GETS AN UPGRADE

CAMP LIFE AT MANGUNA PARK: A HOME AWAY FROM HOME

EGNESS MOYO

Life at Manguna Park is reaching new heights, with the successful launch of the camp’s new kitchen, dining room, and laundry operations. This milestone is the result of teamwork, dedication, and support from across the board. “We came together from afar, watching things unfold step by step,” reflects the Hospitality Manager. “This progress wasn’t magic—it was hard work, and we’re so grateful to everyone who made it happen.”

Looking ahead, excitement is building for the upcoming opening of the recreation room, where residents will enjoy a variety of in-house games, including pool, foosball, table tennis, and more.



NEW MESS HALL, SEATING 150 PEOPLE

In March, the focus was on waste management in and around the kitchen. The initiative emphasizes that sustainability is a shared responsibility, and it’s already yielding great results. With the active participation of camp residents, waste segregation has become second nature. Inside the dining hall, bins for general and food waste help streamline the process, fostering a sense of community as everyone works together to keep their surroundings clean and eco-friendly.

Thanks to this collective spirit, Manguna Park continues to evolve—not just as a workplace, but as a “family away from home.”



LUNCH BEING ENJOYED IN THE NEW MESS HALL



NEW LAUNDRY EQUIPMENT OPERATIONAL

CAMP LIFE REMINDERS: SMALL HABITS, BIG IMPACT

Wash Your Hands Before Entering the Dining Room

Proper hand hygiene helps prevent the spread of illness and keeps everyone safe—especially in shared spaces like dining areas.

Segregate Waste According to Bin Labels

Waste separation supports hygiene, improves recycling, and helps maintain a clean and orderly environment for all.

Follow the HSE Malaria Policy

Covering up after 17:00, especially when moving around outdoors, reduces the risk of mosquito bites and protects against malaria—a serious health concern in our region.

Bath Soap Allocation

Each employee receives two bars of bath soap per month. If additional soap is needed, it can be purchased at the kiosk. Responsible use helps ensure fair distribution.

Monthly Birthday Celebrations

We’re introducing a shared monthly birthday cake to celebrate everyone born in the same month. It’s a great way to build camaraderie while minimizing waste and excess.

-TODAY, TOMORROW, TOGETHER -

YARA CROSSES THE ROVUMA

FPDP'S SOCIAL PERFORMANCE MANAGER, YARA CHIDIAMASSAMBA, COMPLETED A PROJECT MANAGEMENT TRAINING IN TANZANIA, GAINING VALUABLE SKILLS WHILE STRENGTHENING REGIONAL TIES AND REAFFIRMING THE ORGANIZATION'S COMMITMENT TO CONTINUOUS LEARNING AND CROSS-BORDER COLLABORATION.

At FPDP, the growth and empowerment of our communities begins with a commitment to building capacity—both within the field and among our team members. In that spirit, our Social Performance Manager, Yara Chidiambamba, recently travelled to Tanzania to participate in an intensive training course in Project Planning and Management.

The training, hosted by the MS Training Centre for Development Cooperation (MS TCDC) in Arusha, brought together changemakers from across Africa to sharpen skills in areas such as project coordination, resource management, and impact-oriented planning. As a renowned Pan-African institution with more than 50 years of experience, MS TCDC is widely recognized for its work in democratic governance, human rights, leadership, gender equality, youth engagement, and climate action—values that mirror FPDP's own mission and vision.

Yara's participation represents not only a personal achievement but also a strategic step for FPDP as we enhance our ability to implement structured, adaptive, and results-driven socio-economic development initiatives in Cabo Delgado. Through this training, she gained practical tools to guide project planning, coordination, and monitoring—enabling more efficient use of resources and fostering innovation and accountability across our programs.



As part of the course, Yara also visited a community horticulture project in the Arusha area, where local farmers are being supported with training, inputs, and access to markets. This hands-on exchange deepened her understanding of shared challenges and effective grassroots strategies, aligning closely with FPDP's own community-based initiatives. Outside the classroom, Yara took the opportunity to explore the natural and cultural richness of Tanzania. Her journey included a climb to Mandara Hut on Mount Kilimanjaro, visits to Tarangire and Arusha National Parks, the Meru Forest and Napuru Waterfalls, and a cultural stop at the African Art Gallery—one of the continent's largest. She also enjoyed

sampling locally brewed beer, a timely experience as FPDP prepares the early stages of developing a beer factory in Palma.

To conclude the trip, Yara visited our extended FPDP family—spending time with the family of Benjamin Orenge at the Bagamoyo Beach Club on the shores of Lake Niassa, where she reflected on her journey and reconnected with the deeper purpose that drives our work.



Some of the most memorable highlights of her trip included:

- Crossing the Rovuma River by boat—an adventurous and symbolic start to the journey.
- Successfully completing the course, bringing new skills home to FPDP.
- Reaching new heights on Mount Kilimanjaro—literally and figuratively.
- Immersing herself in African art and culture.
- Standing at the edge of Lake Niassa, witnessing the beauty of the region we are proud to serve.

Yara's journey reinforces our belief that investing in people is the foundation of lasting impact. Her experience will support FPDP's growth and strengthen our cross-border relationships—especially as True North explores sourcing opportunities in Tanzania for its operations in Palma. This journey reminds us that learning, collaboration, and connection are the pillars of transformation.



TRUE NORTH WINS PALMA FOOTBALL

COLLEAGUES SHINE ON THE FIELD WITH A **3-0** VICTORY OVER SELEÇÃO DE PALMA

KATIA SOUSA



Last Sunday, March 23rd, the True North team secured an impressive 3-0 victory against Seleção de Palma in a match held in Palma. The game started at a balanced pace, with the opposing team proving to be challenging in the first half. However, the second half saw True North take full control, scoring all three goals and sealing a well-deserved win.

The match attracted internal and external workers, as well as many local spectators.

TN team played with a classic 4-4-2 formation, demonstrating discipline and teamwork throughout the match. A key highlight of the game was the exceptional performance of the goalkeeper, who made several crucial saves, preventing the opposition from scoring. His efforts did not go unnoticed—days after the match, his teammates pooled together part of their salaries to gift him a pair of football boots, a heartfelt gesture of appreciation for his dedication on the field.

The team maintains a structured training schedule, with sessions at the camp on Tuesdays to Fridays. Saturdays and Mondays are reserved for rest, while Sundays are spent practicing on a local field alongside community members. This consistent preparation has played a crucial role in their success. Seleção de Palma has officially requested a rematch, promising another thrilling encounter in the near future.

Support from the company was also felt, with POA providing water bottles before the match, which were shared not only among the players but also with the Seleção de Palma. However, the team has expressed a need for additional equipment, including cones for practice, medical bandages, and a captain's armband to further enhance their performance.

This event was not just about football—it was a day of pride, joy, and unity for everyone involved. The players, staff, and supporters came together to celebrate a shared passion, strengthening bonds within the company and the community. With continued support, True North is ready to take on future challenges and proudly represent their team in the matches to come.

-TODAY, TOMORROW, TOGETHER -

CDI FAMILY

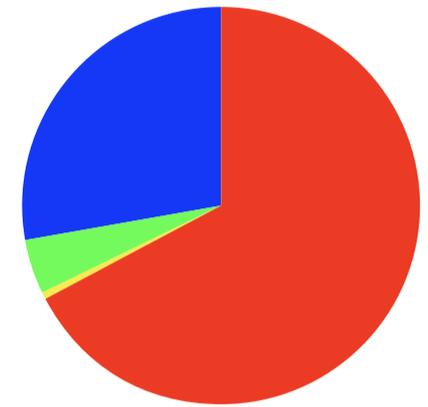
OUR PLACES OF ORIGIN

A WARM WELCOME

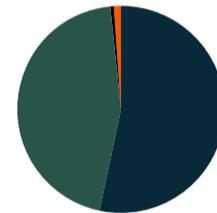
ANA PAULA PIRES

At True North & CDI, one of our core values is Care—and that means looking out for each other. This quarter we’re excited to welcome new comers into our family to join us on our journey. As they settle in, let’s all make an effort to greet them, lend a helping hand, and support them as they get up to speed. Whether it’s answering questions, sharing advice, or simply making them feel at home, small gestures can make a big difference. Together, we can create an environment where everyone thrives. Welcome to the team!

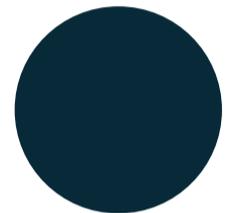
Aiuba Insa Ija	General Cleaner	Somoe Salimo	General Assistant
Sumail Maulide Momade	General Cleaner	Amina Rachide Momade	General Assistant
Ermelio Agostinho Mauaie	Plant Supervisor	Zaino Amisse Abdala	General Assistant
Ussene Fadil Amade	General Cleaner	Carimo Abdala	General Assistant
Muanassa Ali Salimo Salimo	General Cleaner	Charifo Momade Anselmo	General Assistant
Daniel Gomes Amade	Human Resources Technician	Issa Abdala Issa	General Assistant
Brito Emigio Massingue	General Assistant	Joana Ernesto	General Assistant
Augusto Jaime Chivando	Housekeeping Assistant	Julieta Tomas Chicompe	General Assistant
Ussene Momade Ussene	Housekeeping Assistant	Maimuna Dade Buraimo Aquil	General Cleaner
Jaime Safina António	Light Vehicle and Bus Driver	Eduin Pius Lipipa	General Assistant
Missa Juma Sele Juma	General Assistant	Jamal Saide	General Assistant
Situmae Assumane	General Assistant	Amina Juma Mussa	General Assistant
Anica Momade Salimo	General Assistant	Achura Dade Buchir	General Assistant
Muamede Amisse Muamede	General Assistant	Zainabo Ali Selemene Ali	General Cleaner
Muanema Naimo Abubacar	General Assistant	Severino Pedro Andre	General Cleaner
Wasseme Ali Assumane	General Assistant	Adelaide Daniel Muaruge	General Cleaner
Abdala Rachide Adremane	General Assistant	Salimo Amade	General Cleaner
Darsia Faquira	General Assistant	José Jorge Ncova	General Cleaner
Muemedede Sefo Salimo	General Assistant	Givrage Tarassinga Habiba Sultane	Accountant
Issa Chaibo	General Assistant	Alex Noémia Macuacua	Generator Mechanic
Atija Abudo Saide	General Assistant		
Bahate Abdala Adremane	General Assistant		



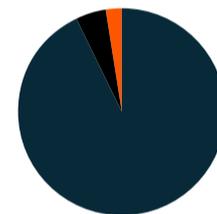
- Palma
- Mocimboa da Praia
- Rest of Cabo Delgado
- Rest of Moz & Beyond



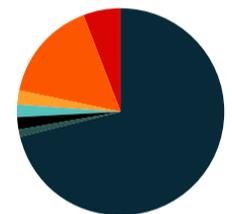
Palma



Mocimboa da Praia



Rest of Cabo Delgado



Rest of Moz & Beyond

- True North Lda
- FPDP
- KEA Marine
- BioVision
- PLT
- Mecanoz
- Medi Response

FAREWELL & BEST WISHES

As we welcome new team members, we also bid farewell to those who are moving on to new adventures. It’s never easy to say goodbye, but we are grateful for the time, effort, and dedication they’ve contributed to our journey.

Whether it’s a short assignment or years spent together, each person has left their mark on our team.

To those departing, we wish you all the best in your future endeavours. Remember, you will always be part of the True North family. Safe travels, and may your next chapter be filled with success and happiness!

UPCOMING PUBLIC HOLIDAYS

As we move into the second quarter of the year, please take note of the upcoming public holidays in Mozambique. These dates are recognized nationally and are an opportunity to reflect on the country’s history, values, and achievements:

April 7 – Mozambican Women’s Day. This day honours the critical role of women in Mozambique’s fight for independence and their ongoing contributions to national development. It is a time to reflect on gender equality and celebrate the resilience and strength of Mozambican women.

May 1 – Labour Day is dedicated to recognizing the efforts and contributions of workers across all sectors. It is a time to acknowledge the importance of fair labour practices, workers’ rights, and the shared role employees play in shaping the country’s progress.

June 25 – Independence Day commemorates Mozambique’s liberation from Portuguese colonial rule in 1975. It is a powerful reminder of the nation’s struggle for freedom and a moment to celebrate the country’s sovereignty and achievements since independence.

Please take these dates into account when planning leave or operations

GET WELL SOON BENJI



Our much loved colleague, Benjamin Ojeda, is still in his home country of Spain getting the best care he possibly can. We stand by him as a family. We send him our heartfelt support and strength during these challenging times. Get well soon Mr Benjamin, we miss you in Palma!

-TODAY, TOMORROW, TOGETHER -

IMPORTANT! POLICIES & PROCEDURES

EMPLOYEES ARE REMINDED TO USE THE UPDATED HR TEMPLATES AVAILABLE IN THE BMS SYSTEM, REFER TO OFFICIAL POLICIES ONLINE OR ON-SITE, AND ATTEND AN UPCOMING SEMINAR ON PROCEDURES, AS NON-COMPLIANCE WILL NOW RESULT IN FORMAL WARNINGS.

ANA PAULA PIRES

HR Update: Strengthening Accountability Through Policies and Procedures

As part of our ongoing drive for excellence and compliance, the Human Resources department would like to remind all employees of the importance of using the latest templates and documentation available in the BMS Master Files.

Several HR templates have recently been updated, and it is essential that all teams refer to the current versions when preparing or submitting documentation. Please make it a habit to check the BMS system before using any forms or templates.

In addition, all official HR policies are readily available both online via the BMS system and in printed form at each site and at the Pemba office. These documents are critical for ensuring that all personnel understand their rights, responsibilities, and the company's expectations. For any clarifications, employees are encouraged to contact the HR department directly.

Policies and procedures are not just internal guidelines—they

are vital components of our ISO certification framework. They ensure that operations are consistent, accountable, and aligned with international standards. Failing to follow proper procedures not only compromises quality and safety but results in avoidable costs and wasted time across the organization.

To reinforce this, True North will be hosting a seminar on Policies and Procedures in the near future. Dates will be confirmed and communicated shortly. Attendance is highly encouraged for all staff, as this session will provide important guidance and practical insights.

It is also important to note that, moving forward, non-compliance with established policies and procedures will result in official warnings. This measure is necessary to maintain discipline and uphold the standards expected across our organization.

Together, by embracing structure and accountability, we can build a stronger, more resilient workplace for all.

POLICIES & PROCEDURE SEMINAR

AGENDA:

Describe and explain the companies policies and procedures. Help employees understand expectations, roles and responsibilities.

DATE:

April 3rd, 2025

TIME:

14:30

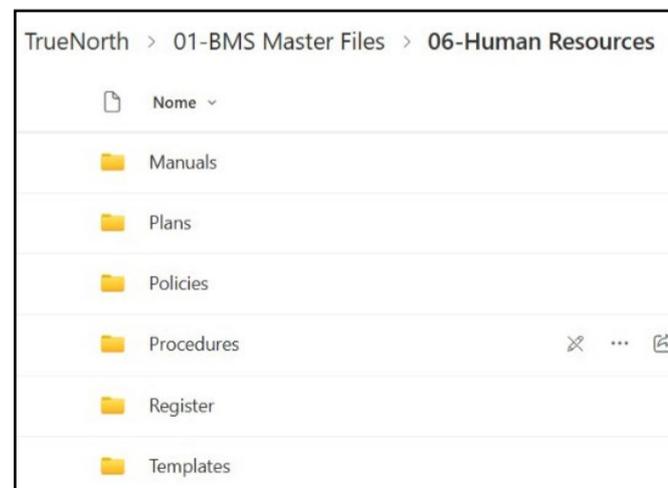
LOCATION:

Open Space, True North Offices Torres Rani 6th Floor.

Where to find the policies



06-Human Resources



Please take the time to go through these files, as they cover important aspects such as recruitment, rotation procedures, travel and accommodation, on-boarding procedures, transfers, contract termination, schedule of leave days, absence justification, etc.

-TODAY, TOMORROW, TOGETHER -

NEW HELPDESK LAUNCHES

NEW CENTRALIZED HELPDESK PLATFORM LAUNCHES FOR IT AND BMS SUPPORT

GABRIEL VAN WYK

True North has launched a new centralized Helpdesk platform, designed to provide a more efficient and transparent system for handling all IT and Business Management System (BMS) support requests. This new tool is expected to enhance internal support services by consolidating ticketing, tracking, and response processes into a single, user-friendly interface.

The Helpdesk system addresses longstanding challenges related to fragmented support communication, offering users a clear and structured way to submit and monitor their support needs. From routine technical assistance to BMS updates and bug reporting, the platform simplifies engagement with support teams.

Platform Features:

- Ticket Creation – Users can submit detailed support requests directly through the system.
- Real-Time Tracking – View open, in-progress, and closed tickets, along with resolution details.
- Draft Tickets – Save incomplete submissions and return later to complete them.
- Activity Dashboards – Access visual summaries of your ticket history, including closure rates and response times.

Scope of Use:

The Helpdesk covers all IT and BMS-related queries, including:

- Technical support
- Change requests and enhancements
- System troubleshooting and reporting

How to Access:

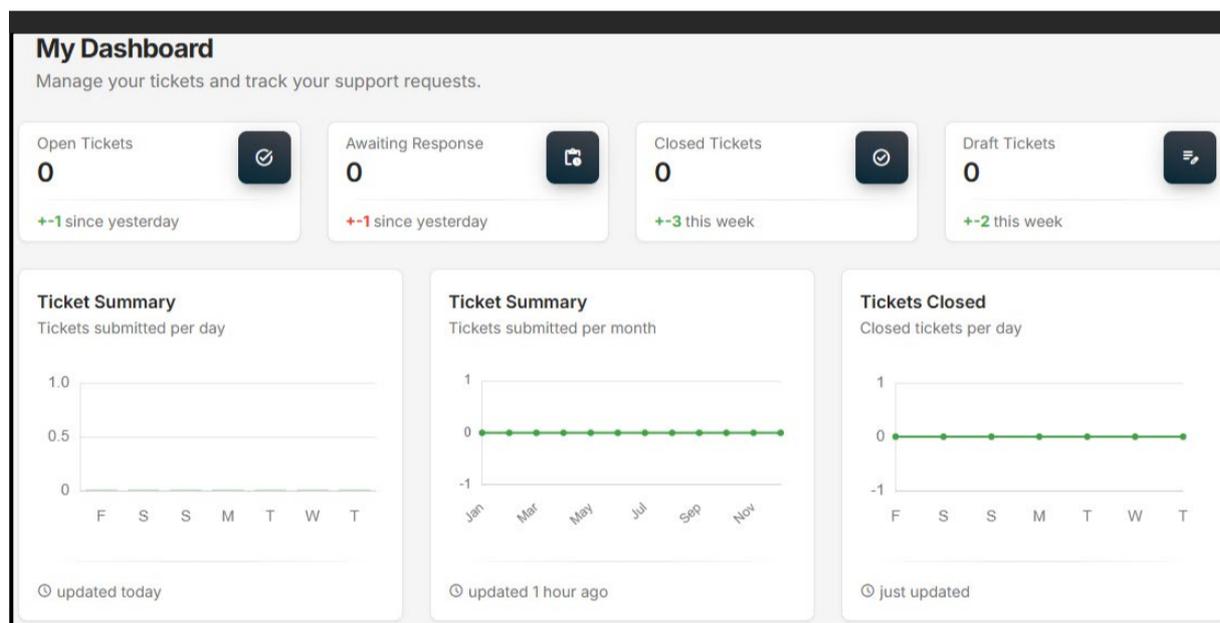
Employees can navigate to the Helpdesk through: SharePoint Home Page → BMS Applications → Helpdesk. Alternatively, users can access it directly via the shared link. Bookmarking the page is recommended for convenience.

BMS Tools



OR direct link:

<https://bms.cdintgroup.com/>



TRUE NORTH BMS HELP DESK DASHBOARD

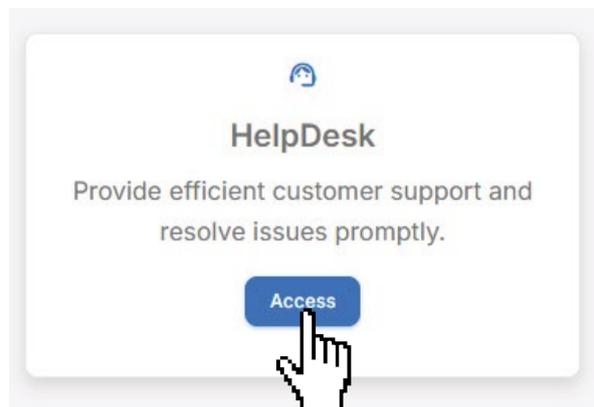
Access and Login:

The platform supports Single Sign-On (SSO) for seamless access. If users have previously signed in to any True North application, they will be automatically logged in. New users may use their existing credentials. If access issues arise, the support team can be contacted to activate the account.

Additional Resources:

A comprehensive User Guide is available under the 'Help & Support' menu within the Helpdesk platform. Questions or feedback can now be submitted directly through the system.

The introduction of this new platform represents a significant step in modernizing True North's internal support services, improving response times, and ensuring a more consistent user experience.



BMS TIP: SHARE LINKS, NOT ATTACHMENTS

To save bandwidth, protect sensitive data, and avoid version confusion, please avoid emailing document attachments. Instead, upload files to SharePoint and share a link—it's faster, safer, and keeps everyone aligned.

-TODAY, TOMORROW, TOGETHER -

UNTIL NEXT TIME

As we wrap up the first issue of *The Carpe Diem Chronicle*, we extend a heartfelt thank you to every team member who made this edition possible—whether by sharing stories, capturing moments, or simply doing the work worth reporting on.

This newsletter is more than just a summary of our activities; it's a reflection of who we are, what we value, and how far we've come. We hope it's something you'll be proud to share—with colleagues, partners, and even family.

Let's keep the momentum going: build the habit, tell your story, and help shape the next issue. Your voice matters.

– CDI Media Team

Got a Story to Share? Be Part of the Next Issue

We're already gearing up for the next edition of *The Carpe Diem Chronicle*, and we want to hear from you. Whether it's a project milestone, a powerful photo, a lesson learned on site, or a moment of community connection—we welcome stories from all corners of the group.

How to contribute:

Send your ideas, photos, or write-ups to gustaf@cdintgroup.com with the subject line "Next Issue Submission."

Big or small, every contribution helps us reflect the real heartbeat of our work.

Let's keep telling the stories that make us proud to be part of CDI.

We'd Love Your Feedback

As this is the first edition of *The Carpe Diem Chronicle*, we welcome your thoughts, suggestions, and ideas to help us improve future issues. Whether it's about the content, tone, design, or something you'd like to see included—your input matters.

Please share your feedback with us at gustaf@cdintgroup.com.

Let's shape this publication together.

Photography Competition: All in a Day's Work

WIN A NEW CAMERA PHONE!!!

**Do you enjoy capturing the moments that make up your day?
Here's your chance to showcase life in Palma through your lens.**

Theme: "All in a Day's Work"

Show us the moments, challenges, and triumphs that define your workday—from sunrise to sunset, from the ordinary to the extraordinary.

Eligibility: Open to all True North workers currently based in Palma

Deadline: 10th June 2025

Prize: A brand-new camera phone
Your number saved on speed dial in the Media Department (you'll be our go-to when we need great shots!)

How to Enter: Over the next two months, take photos during your workday that reflect the theme.

Submit at least 5 photos, and no more than 15, via WhatsApp or email to Gustaf van Wyk with the subject line "PHOTO COMPETITION."

Optionally, include a brief description (max 50 words) for each photo to tell us what it means to you.

Selection & Rules: Entries will be judged on originality, composition, and storytelling.

Final decisions rest with the media team, and if submissions don't meet quality standards, a winner may not be declared.

The best photos will be featured in the next edition of *The CDI Times*.

For more info or to enter, contact Gustaf van Wyk





PURE WATER

BOTTLED IN PALMA
SUPPORTING
LOCAL
COMMUNITIES

