



ASCO GROUP

DELIVERING THE *FUTURE* TOGETHER

INTRODUCTION



PETER FRANCE
CHIEF EXECUTIVE OFFICER



Dear colleagues,

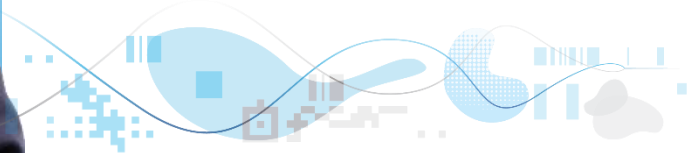
As some of you are aware we have recently held our AEL conference. The title of the conference was 'prepare to launch'. The aim of the conference was to review internal and external factors that are impacting on our ability to execute our 2019-2024 strategy and assess progress to see if anything needs to change. We had a great conference and I was pleased by the energy and excitement in the room to take ASCO to the next level. This refreshed Strategy document is one output from the conference. You will hear more in the coming weeks about a number of areas which were identified for increased focus.

We are midway through our five year programme and are making great progress. In recent years we have had to contend with a number of external challenges; Brexit, a Pandemic, Energy transition and now a war in Europe. During the last few years we have seen a focus by the international community on sustainability and companies setting targets to reduce GHGs. ASCO introduced a sustainability committee and set ambitious targets to be net zero by 2040. This will require a lot of hard work and will not happen if we do not make changes to the way we operate and how we work. We are determined to play our part in the energy transition and so we are stepping up our business development activities supporting the renewables industry. We also going to increase our focus on our digitalisation plan so that we achieve our target of 90% of all transactions being digitalised

Our focus remains on growth but also on reducing pressure in the business by efficiently reducing unnecessary work and processes from the operation and resourcing appropriately. All of you can play a part in this by identifying unnecessary activity and reduce inefficient operations.

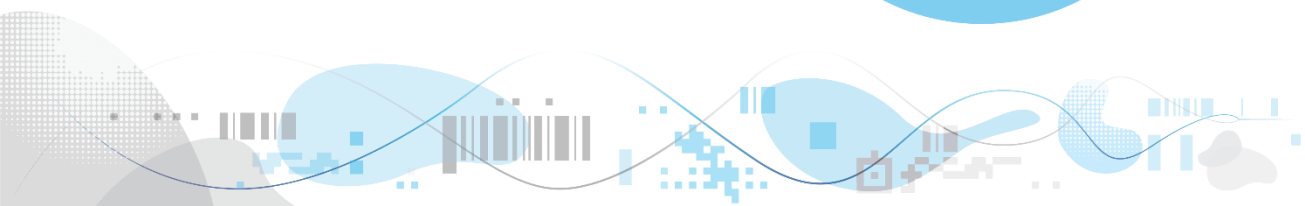
We have dedicated and passionate employees in ASCO and I would like to thank you for delivering service and safety excellence every day, achieving this helps us deliver a sustainable future. As you know we have the three obsessions but I want to stress that safety excellence is the most important and the strategy reconfirms our position that we will not compromise safety, You can and you must stop the job if you see something that is not right.

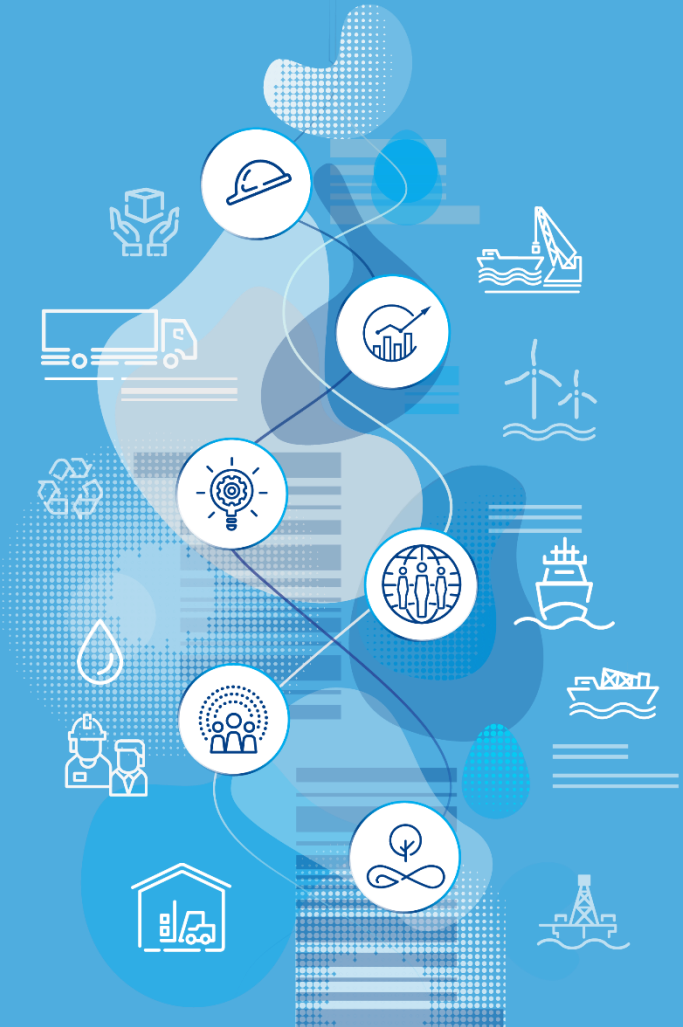
We are entering a very exciting time of our history and I look forward to seeing the business continue to grow and prosper.



DELIVERING SUSTAINABLY

GROWING THE BUSINESS FOR THE LONG-TERM





WHO WE ARE

Our vision is to be a vibrant company supporting the worlds energy demands, delivering a sustainable environment for future generations



Our Mission is to simplify our customers logistics and material management requirements by providing a comprehensive and efficient lifecycle service.

WE EXIST TO

Safely Support The Global Energy Industry

BY

Providing An Innovative, Integrated Logistics & Materials Management Service

FOR THE GOOD OF

Our Employees, The Community And Our Investors.



OUR STRATEGY IS SHAPED BY OUR *FUNDAMENTAL OBSESSIONS...*

Ensure through honest and open communication we deliver what our customers want, when they want it, and where they want it.



Consistently working to find ways to positively impact the environment, the communities we work in and all our stakeholders.

Every moment of every day we ensure safety is our obsessive priority by working together, across teams to make sure everyone goes home injury free.

...UNDER PINNED BY OUR *VALUES*...



**Work Safe,
Live Safe**



We believe in the sanctity of life. We pledge to do all we can to preserve quality of life for every person who comes into contact with our business.

We are all safety.

**A Passion for
Service Performance**



We believe in being the best at what we do. We believe in doing it right, first time, on time, every time.

We are professionals.

**Fair and
Respectful**



We believe all people are equal, and every person deserves to be treated fairly and with respect, regardless of who they are or where they are from.

We are all equal.

**Transparent and
Collaborative**



We believe in honesty and sharing. We believe in courageous and open communication, driven by a conviction to work together to improve our work.

We are all one team.

**Reward and
Recognise our People**



We believe our people should be rewarded and recognised for their work. Whether routine or going the extra-mile, we value our colleagues commitment and loyalty.

We make a difference together.

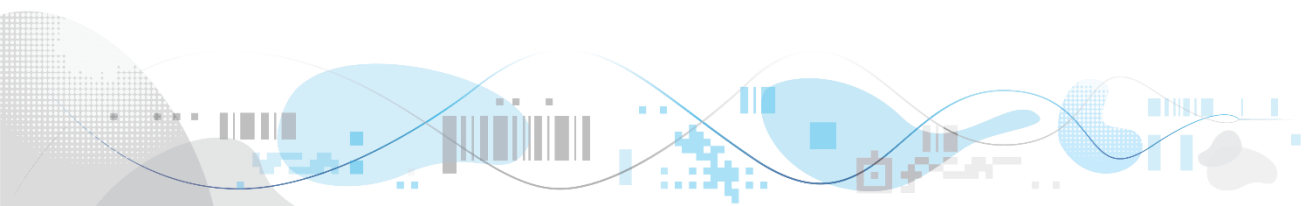
...MOULDED BY OUR *CULTURE*...



Our culture puts **safety** uncompromisingly first.

We are passionate about **service performance** and believe in **transparency**, **honesty** and **collaboration** with our customers and employees. We strive to be a progressive and **sustainable** business for the environment and communities we operate in.

We believe in a workplace that is **rewarding**, personally and professionally, and that recognises individual efforts, whilst being **fair** and **respectful** of all stakeholders.



...DELIVERED BY OUR *STRATEGIC DRIVERS*...



PEOPLE

We are fair. Our culture is inclusive. We aim to be an employer of choice.

Building an environment that listens to its staff then adapts to their personal and development needs

CUSTOMERS

We work collaboratively, build trust and prove our performance consistently.

Developing professional teams that promote the ASCO brand through delivering service excellence.

GROWTH

We are entrepreneurial. Building new business and delivering profitable work.

Broadening our reach with existing and new customers, in places and industries we work in or are yet to explore.

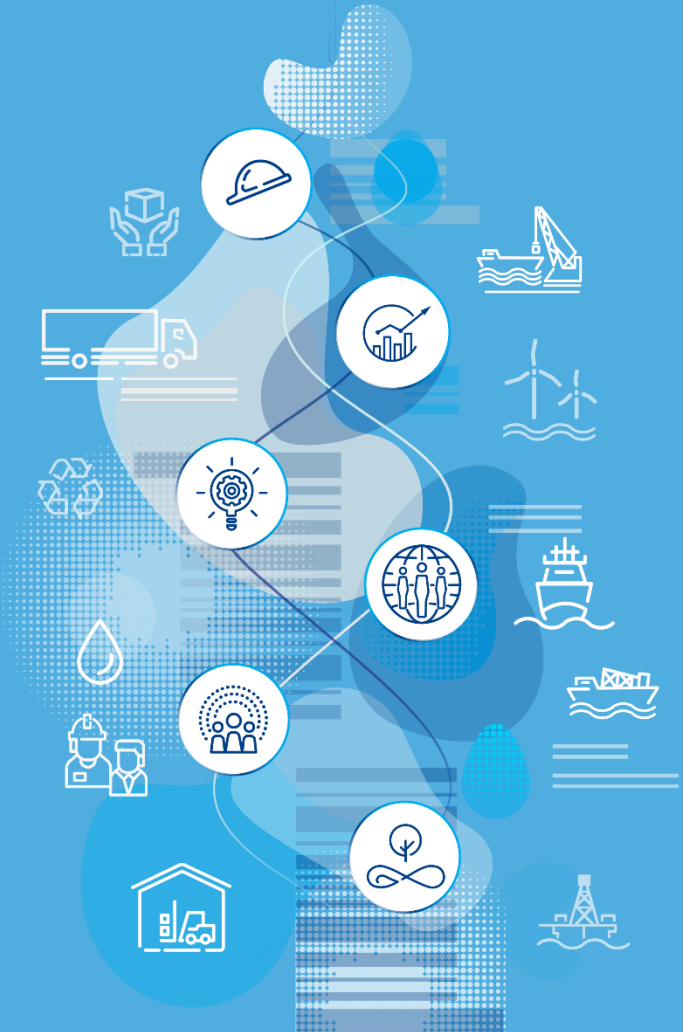
INNOVATION

We think differently. Driving improved performance. Nothing is impossible.

Encouraging all staff to question where things can be done better and supporting them to find solutions.



HOW WE SUSTAINABLY MANAGE



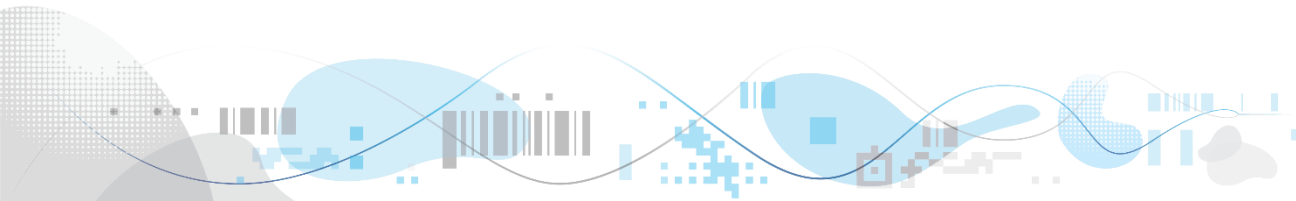
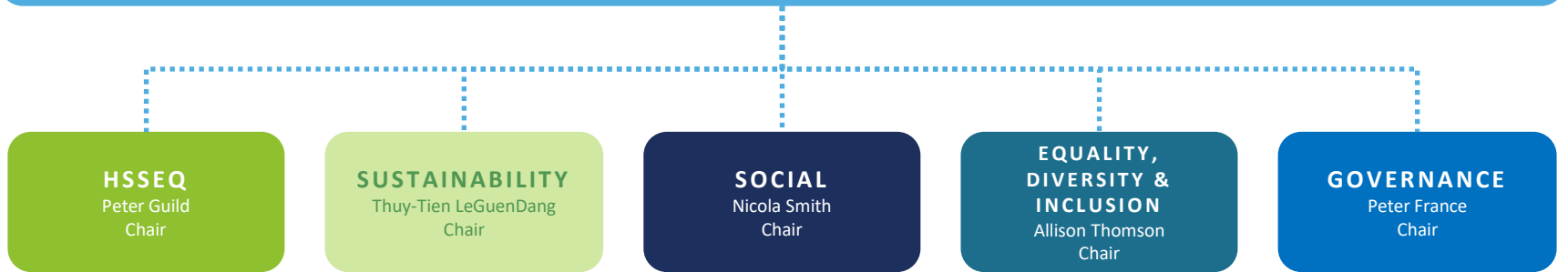
STRONG GOVERNANCE

ENVIRONMENT, SOCIAL & GOVERNANCE



CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE

Oversees a structured approach to safety, environmental, community and good corporate governance commitments.

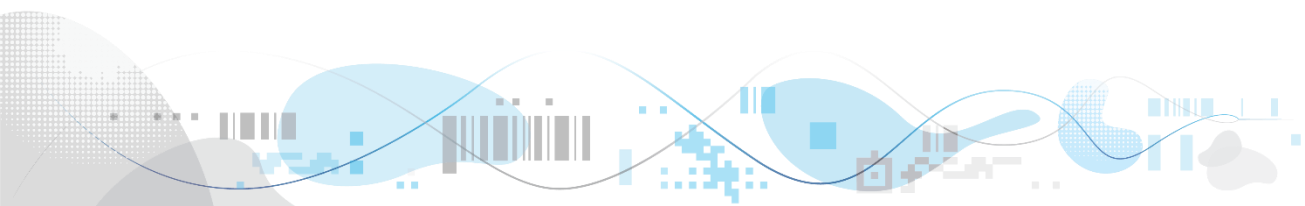


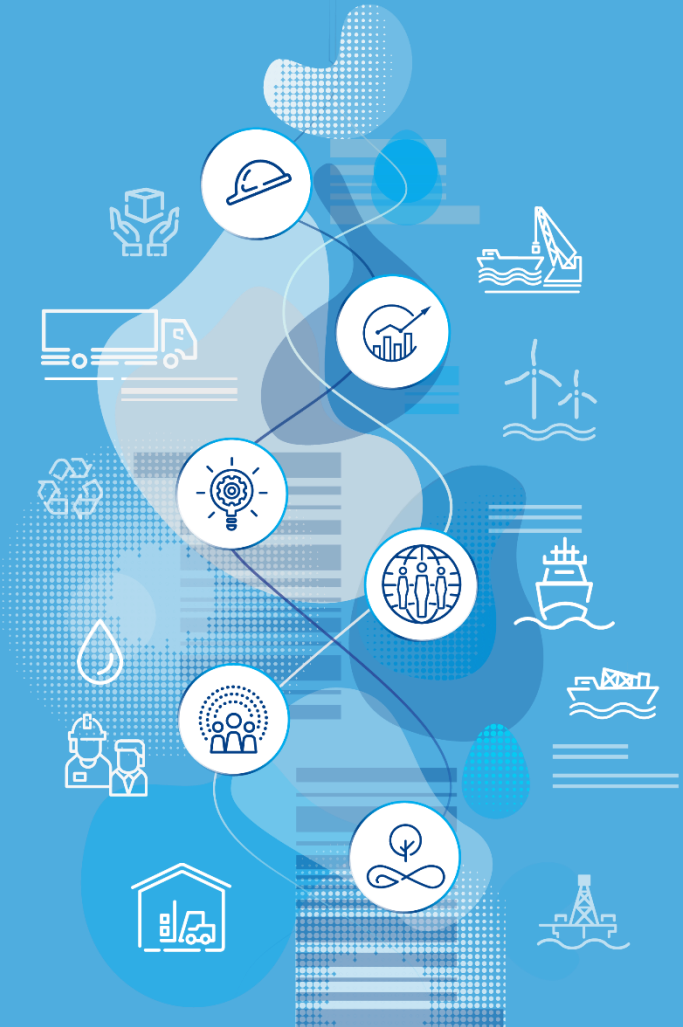
FINANCIAL STRENGTH

SUSTAINABLY MANAGING OUR FINANCES TO EARN THE RIGHT TO GROW



DEBT/EQUITY BALANCE	CASH MANAGEMENT	PROFITABILITY	INVESTMENT
<i>Sustainable financial model</i>	<i>Disciplined Cash Management</i>	<i>Develop a granular understanding of service & customer profitability</i>	<i>Focussed investments that deliver on our objectives.</i>
<i>Ensuring all of the work we undertake is profitable and we keep our levels of debt low</i>	<i>Maintaining a disciplined approach to Operating spend and Capital investment</i>	<i>Educating staff on how each contract makes money and where they should look to add new revenues or save money</i>	<i>Structured decision making when investing in technology, asset replacements and infrastructure.</i>





OUR 2024 OBJECTIVES

OUR 2024 VISION

OBJECTIVES



GROUP LTIF OF **LESS THAN 0.1** – STRIVING FOR LTI FREE GROUP WIDE

SATISFIED CUSTOMERS – MEASURED EMPIRICALLY BY A **GLOBAL ANNUAL SURVEY**

MINIMUM **30% REDUCTION** IN CO2 EMISSIONS FROM PLANT & VEHICLES – ON WAY TO **NET ZERO**

EMPLOYEE SATISFACTION **>80%** MEASURED BY GLOBAL SURVEY

WE ARE A **£30M+** ANNUAL PROFIT BUSINESS – SPLIT 50/50 UK AND INTERNATIONAL

LEVERAGE LEVELS OF **<3.5 X EBITDA**

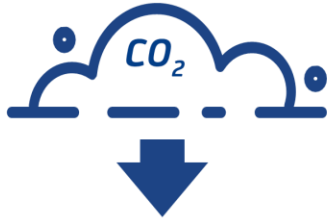
25% OF OUR PROFITS DERIVED IN MARKETS OTHER THAN OIL AND GAS

EXPANDED INTERNATIONAL FOOTPRINT BY **25%** - WORKING IN **10 COUNTRIES**

>90% OF ALL TRANSACTIONS ARE DIGITALISED

NET ZERO BY 2040

REDUCTION GOALS FROM 2019 TO 2024



SCOPE 1 30% REDUCTION

Transition to clean energy for all plant and vehicles

SCOPE 2 15% REDUCTION

Reduce energy waste from ASCO buildings and move to sustainable energy

SCOPE 3 25% REDUCTION

Increased use of communication technology to reduce business travel



WATER 15% REDUCTION

Improve water management and reduce waste

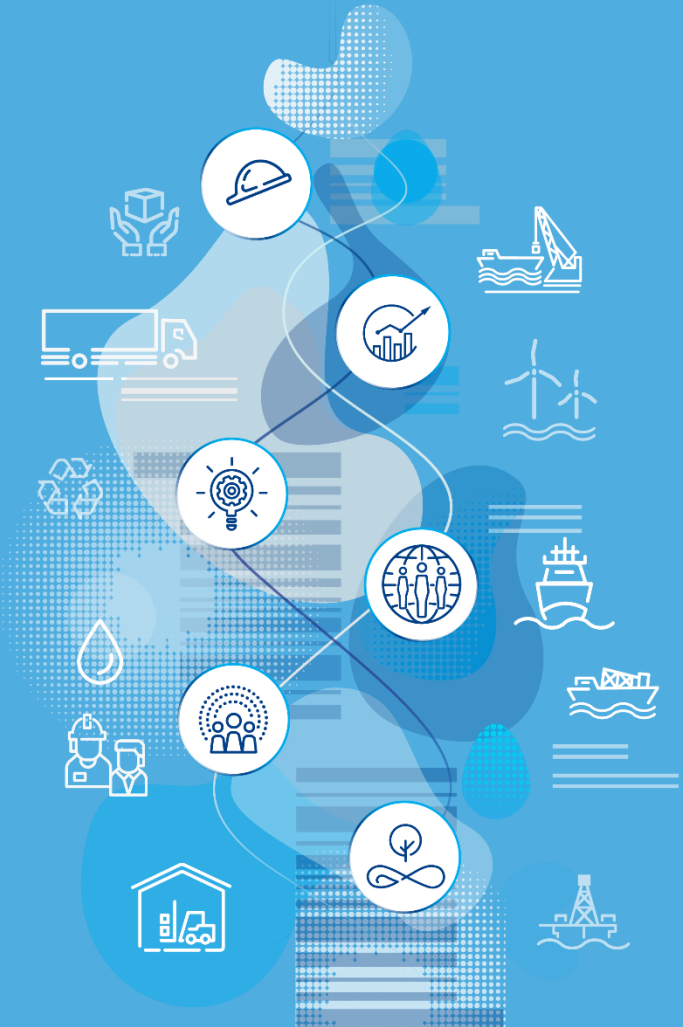


LANDFILL 30% REDUCTION

Through "Zero waste to Landfill" campaign

RECYCLE 25% INCREASE

Increase proportion of recycled waste across our business



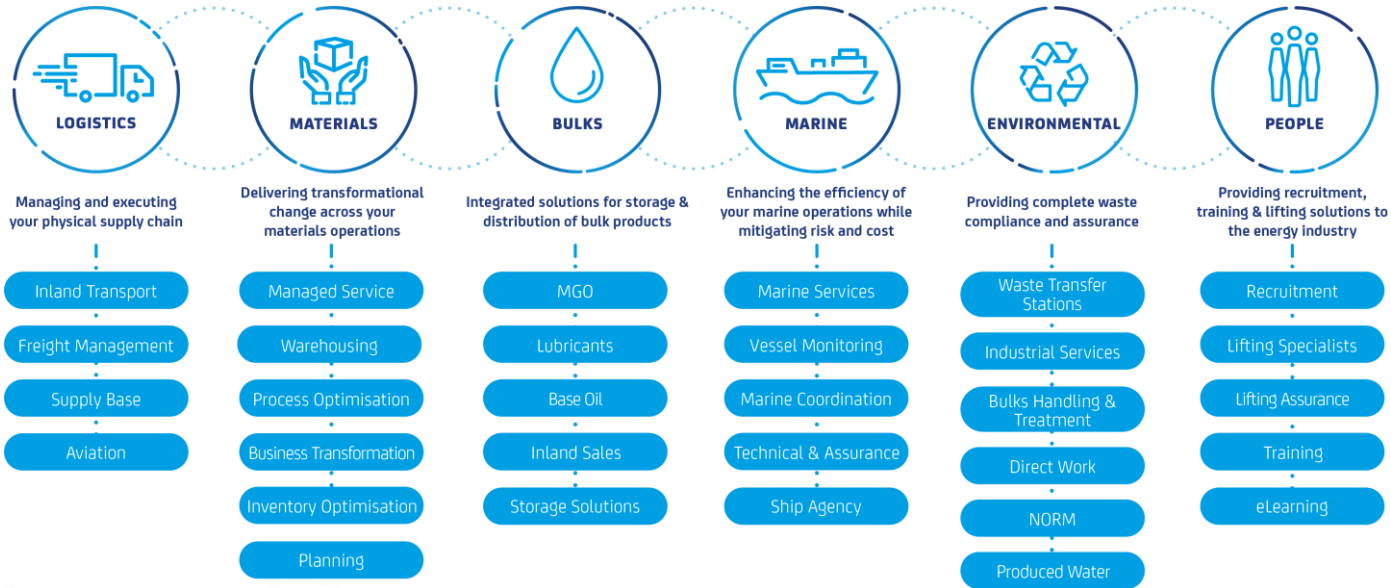
STRATEGY DELIVERY

SERVICES

INTEGRATED CAPABILITY



ASCO DELIVERS FULLY INTEGRATED LOGISTICS AND MATERIALS MANAGEMENT SERVICES TO SUPPORT SPECIALIST SECTORS PREDOMINANTLY IN THE ENERGY AND DECOMMISSIONING MARKET. WE ARE UNIQUELY POSITIONED TO PROVIDE FOR THE END-TO-END REQUIREMENTS OF OUR CUSTOMERS, DELIVERING ENHANCED CONTROL, SERVICE, SAFETY AND EFFICIENCY.



SECTOR APPROACH

PROVIDING OUR EXPERTISE ACROSS THREE PRIMARY SECTORS



Leveraging our core competencies to support the growing onshore and offshore **Energy** sectors.



Extending our service offering through to decommissioning at the end of the energy lifecycle.



Be **agile** to win new business in other industries to optimise the use of our skills, assets and resources.

MARKETS

GROWING IN EXISTING AND NEW MARKETS



EXISTING MARKETS ←

Current locations, mature activity and customer base, established infrastructure & competitors.



New and fast developing frontier markets with "early mover" advantages

→ NEW MARKETS

- Expand existing client services to cover their Renewable Energy requirements
- Grow number of service lines offered to existing customers
- Maximise asset utilisation (not energy market restricted)
- Improve performance, cost of delivery and customer value
- Strong customer relationships at all levels
- Technology led differentiation

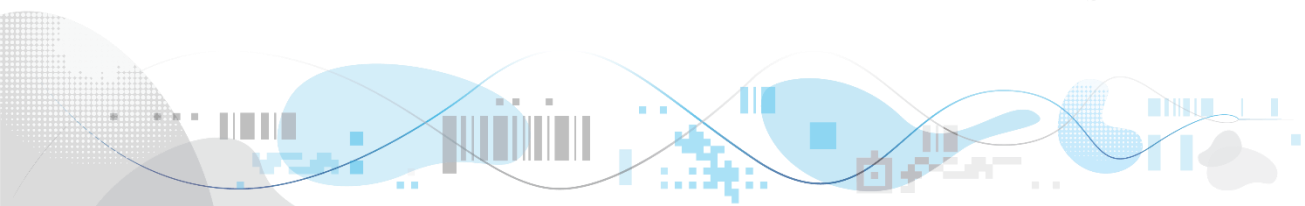
- Use supply base operations as the platform for wider growth
- Capital lite deployment model
- Leverage brand and core competencies
- ASCO brings assurance of standards to the end customer
- Cultivate strong local partnerships
- Local content and knowledge transfer imperative
- Ethics, compliance and cultural respect at all times

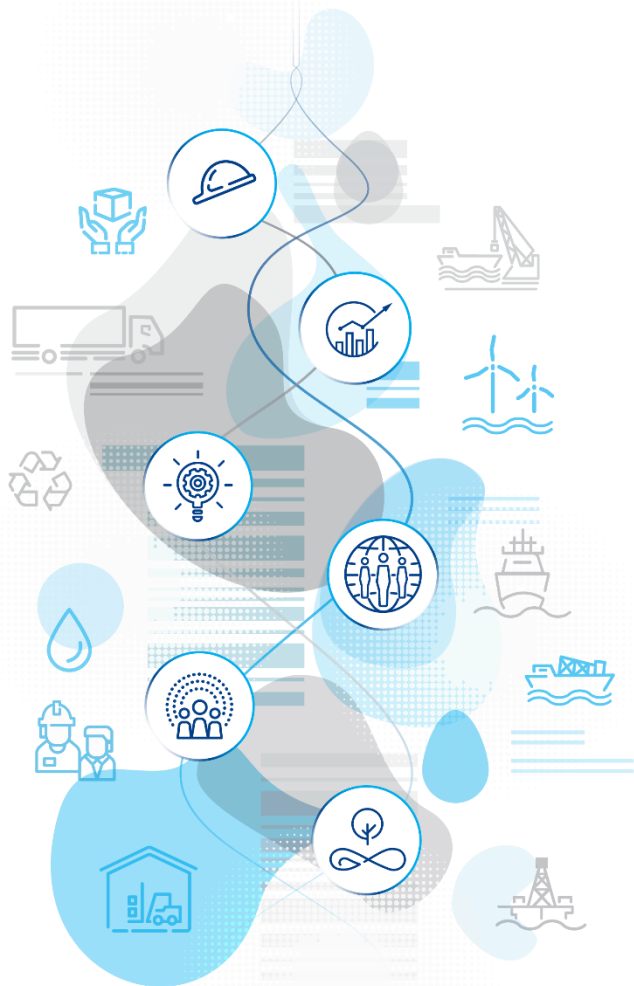
LOCATIONS

GROW INTERNATIONALLY



- *Senegal* and the Canadian *Maritimes* now well established, with new base being established in *Suriname*.
- Focus for International Growth is to predominantly on markets with adjacency to existing ASCO bases
- Building global relationships with major customers
- Currently working on a small number of high-potential frontier markets with local partnership opportunities
- Strengthen governance through improved due diligence and market evaluation summarised through a weighted “Scorecard” approach





ASCO GROUP STRATEGY

DELIVERING THE FUTURE TOGETHER