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CORPORATE



ACQUISITIONS & NEWCOMERS





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UK IRELAND NORDICS







ASIA PACIFIC & TALENT IN MOTION

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EDITORIAL

GREAT PROJECTS, PEOPLE AND CSR INITIATIVES







Ran **OREN**

DEAR COLLEAGUES

It is with enormous pleasure that we welcome you to the third edition of A.I., where you will have the opportunity to read more about some of the great projects, people and CSR initiatives we have been carrying out recently.

Before speaking of the future, we wish to express our recognition for the significant sacrifices which you and your loved ones have made during the past 18 months. There are countless words to describe this period... "exceptional", "unprecedented", "unbelievable"... and some new words we never knew existed... "furlough", "jobkeepers", "vaxx", "Covid"... What matters most is your welfare and that, fingers crossed, the

end is in sight. This period has caused a great deal of anxiety to you and your loved ones and we sincerely hope the future will allow us step back and better appreciate our health, welfare, our environment, our colleagues and our working conditions.

Since the last edition, we have now completed the 2021 financial year and are already actively implementing our ambitions for 2022 and beyond. Our 2021 results and annual report will be published on 17 December, so please take a few moments to read them. The annual report will contain a lot of information about Altrad, its services and markets, its strategy, its people and the importance we place on ESG (Environmental, Social and Corporate Governance).

As we come out of the Covid pandemic, we are truly enthusiastic and optimistic about our future. Altrad's people are the very best in the world in what they do, and it is you who will drive the business to new heights in the years to come. It is you who will write our legacy. Our finances are strong, we are making strategic acquisitions across the whole world in both our Equipment and Services divisions, and we are looking very closely at how to make a lasting and sustainable impact on our environment and our communities.

We will connect with you again during the course of the year but in the meantime we hope you enjoy this issue of A.I.

RAN OREN & JAN VANDERSTRAETEN Co-CEOs, Altrad



AN AIR OF THE ORIENT WILL DRIFT OVER ALTRAD'S NEW HEAD OFFICE (JUNE 2021)

Le Moniteur - June 2021, by Florence JARONIAK

Mohed Altrad's career is closely linked to the Hérault department. It is here that he arrived from Syria to begin his studies; it is here that he built his life and his group, which has become the world leader in industrial services and construction equipment (2020 revenues: €2.58 billion). The head office was still located in Florensac, and the management team occupied an old house in the Lironde district of Montpellier. The steps, narrow staircases and limited space

were no longer suitable: the building has just been demolished and will be replaced by a two-storey, $800m^2$ structure. "The project is representative of a large international group. While giving me carte blanche, Mohed Altrad expressed the wish for a classic construction in solid stone. This challenge inspired me to make a discreet reference to his oriental origins and led me to imagine columns, including a model in the shape of a cloverleaf", emphasises architect Alain Gillet.

ALTRAD: "FLAGSHIP OF THE STRATEGIC ECONOMY" ACCORDING TO THE INSTITUT CHOISEUL (SEPTEMBER 2021)

It is a pride and honour to see Altrad appear in the 2021 edition of the Institut Choiseul's "Les Nouveaux Conquérants de l'Économie" [New Conquerors of the Economy]. This ranking honours 150 companies that count in the French economy. ALTRAD is listed as "a flagship of the strategic economy, distinguished both by its industrial know-how in key sectors of the economy and by its mastery of the value chain".

We are all the more proud that the 2021 edition honours the resilience of companies of a certain size and their role in the French economy. A way for the ALTRAD group to bring a breath of optimism, after a difficult year 2020 for all.



Solidarity

Round columns at the corners and tapered cloverleaf columns framing the openings, a monumental staircase and gilding will give an atypical style to this building. "Some of our employees travel the world several times a year to manage projects. So we don't operate from a fixed location. Based on this principle, the Altrad Group's head office has always been located at my home. Rebuilding it made sense because this new building is a symbol of our business project; it illustrates our values, which include conviviality and solidarity", says Mohed Altrad.

ALTRAD, MAJOR GLOBAL PARTNER OF THE ALL BLACKS AND NEW ZEALAND RUGBY, FROM JANUARY 2022 AND FOR 6 YEARS (NOVEMBER 2021)

Altrad will become the Major Global Partner to New Zealand Rugby (NZR). A landmark collaboration between two of the most iconic names in the respective fields, will see Altrad and NZR begin to write a shared legacy within rugby.

One of the most recognisable jerseys in world sport: Altrad will proudly appear on the famous Black Jersey of New Zealand Rugby teams as of 2022, for an initial six years.

The partnership will encompass all key areas of New Zealand Rugby, including the All Blacks, Black Ferns, All Blacks Sevens, Black Ferns Sevens, Māori All Blacks and the New Zealand U20s. Beyond the elite game, Altrad is also committed to enabling the grassroots level of the game, and wider rugby community to embrace the power of the sport to inspire and connect a global community of rugby fans.

The partnership will ensure Altrad's support of rugby on a global scale, alongside its existing rugby platforms, allowing the group to drive a positive impact with an international audience, and leave a meaningful legacy.



ACQUISITIONS NEWCOMERS

Altrad has carried out a large number of external growth operations since June 2021. Here is a compilation of the various press releases announcing the group's acquisitions this year.



FRANCE

SNKP, A SENEGALESE COMPANY BASED IN DAKAR, JOINS THE ALTRAD GROUP (JUNE 2021)

Through the acquisition of SNKP, ALTRAD is setting up in Senegal and thus continuing its expansion in Africa, in a new operational country in which major Oil & Gas projects should start up as early as 2022.

With SNKP, ALTRAD is strengthening its ability to provide services to future Senegalese Oil & Gas players, based on the optimal use of Senegalese resources. As SNKP is also present in other markets such as the construction sector, new activities are opening up to ALTRAD Services Africa.

Mohed Altrad recently commented: "We are very happy with this new step, which is a strategic advance in Africa, a continent where the group is proving to be a leader, both through its footprint in the territory and its ability to promote local content and thus rely upon strong and competent local resources. We welcome Mr. Amine Chraa and his teams to the ALTRAD group".

Amine Chraa, Managing Director at SNKP, added: "Having started as a sandblaster and painter at the age of 17 at Prezioso France, and my oldest foremen being also former employees of Prezioso Gabon, we are all very proud and positive about joining the Altrad Group, which now owns Prezioso. Together, we will work on new projects while creating synergies and value for our clients and prospects in Senegal".



IRELAND

ALTRAD ACQUIRES ACTAVO HIRE & SALES (AUGUST 2021)

Altrad Group is pleased to announce that on the 5th August 2021 it acquired Actavo Hire and Sales from the Actavo Group for an undisclosed sum.

From Ran Oren Altrad Group Co-CEO: "This acquisition sees our first venture into Ireland as well as extending our product offering and service in the UK. I am pleased to welcome Actavo Hire & Sales into the Altrad Group and we look forward to the next chapter building on the previous success of the company as part of the Altrad Group".



GERMANY

THE ALTRAD GROUP AGREES TO ACQUIRE KIEL INDUSTRIAL SERVICES AG IN GERMANY

(JULY 2021)

Today, Altrad is pleased to announce an agreement has been reached to acquire, for an undisclosed amount, Kiel Group, the leading German piping and mechanical maintenance company, placed under administration in May 2021. The deal is subject to normal antitrust clearance and is expected to be closed in the coming weeks.



For more than 75 years, Kiel, whose turnover exceeds €140 million, has served as a reliable partner for the chemical, petrochemical, pharmaceutical and food industries and in the refinery and power plant sectors. With its wide network of offices and branches throughout Germany, Kiel guarantees optimum presence for its clients.



Through combined resources, a skilled workforce and state-of-the art facilities, this strategic acquisition offers Altrad a unique opportunity to strengthen its position in Germany in order to create a more complete

and competitive service offering for its client base and future prospects. In reaching this agreement, Altrad will also preserve more than 1,000 Kiel jobs.

Ran Oren, Altrad Group Co-CEO, recently commented: "We have admired Kiel for many years and have the utmost respect for the business and its skilled workforce. I am absolutely delighted to welcome them into the Altrad Group. This acquisition allows us to provide a stable platform for Kiel to continue its journey and build on its legacy, providing job security and mobility, and supporting clients with their engineering maintenance needs".

AUSTRALIA

ALTRAD AUSTRALIA TO **ACQUIRE**VALMEC LIMITED

(JULY 2021)

The Altrad Group has agreed to acquire Australian-listed Valmec Group (www.valmec.com.au). This combination represents a magnificent opportunity for both Altrad and Valmec in the Asia-Pacific region.

Valmec (around 300 people) is a multi-discipline contractor, delivering in-house and niche end-to-end solutions covering design, construction, maintenance and asset integrity services to the oil and gas, energy, water, infrastructure, and resources sectors.

The transaction, which will take place via a "Scheme of Arrangement", is conditional on shareholder approval.

Altrad Group Chief Executive Officer Ran Oren said: "Australia and the broader Asia Pacific region are a key pillar of Altrad's growth strategy. I am therefore delighted that we have been able to agree with the Board of Valmec to merge this strong business into our existing operations. This committed investment reflects Altrad's confidence in its Australian team and the growth prospects for our business here".





FRANCE

ALTRAD ENTERS INTO **EXCLUSIVE NEGOTIATIONS WITH THE ENGIE GROUP** FOR THE ACQUISITION OF ENDEL

FRENCH LEADER IN INDUSTRIAL MAINTENANCE AND SERVICES TO THE NUCLEAR SECTOR (AUGUST 2021)

Endel is a specialist in industrial maintenance and services for the energy sector. Endel's know-how in mechanical engineering and metallurgy, the group's strong network in France and its strategic positioning across the entire value chain enable it to offer unique services to its customers. Endel's activities generated revenues of approximately €550 million in 2020 in energy and industrial services.

The transaction is expected to close by early 2022, subject to regulatory approval and the customary suspensive conditions, and after consultation with employee representative bodies.

This acquisition will enable Altrad to open a new page in its development in France, by strengthening and diversifying its industrial offer in engineering and mechanics. Altrad's acquisition of Endel is part of a long-term industrial project that will create value for Endel's employees and customers.



Mohed Altrad, President of the eponymous group, said of the transaction: "With its considerable industrial expertise, Altrad wishes to participate in Endel's development and give all its teams the means to implement a structured and viable strategic plan. We have every confidence in Endel's ability to develop and prosper, with Altrad's support, and have the deepest respect for Endel's skilled and qualified employees. Welcoming our new colleagues is a very important step for us in the evolution of Altrad as a whole. A new page in our history is being written."

Ran Oren, Altrad's co-CEO, added: "Within Altrad, Endel will remain an independent organisation, in line with the Group's organisational and management philosophy. Altrad is also committed to protecting the jobs and rights of all Endel employees. In this respect, we will engage in constructive discussions with the staff representative bodies and the trade unions, to explain our common industrial project in the best possible way."





FRANCE

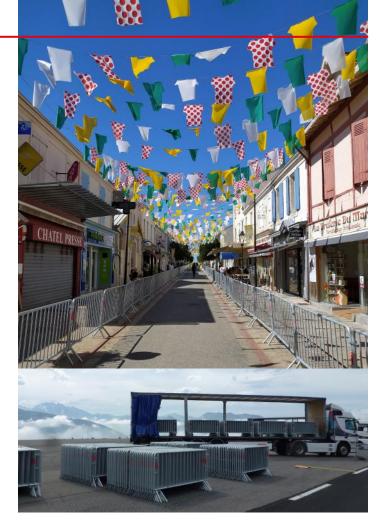
In logistical terms, the operation represents:

- 15,300 barriers at the start in Florensac
- 12 semi-trailers rented for the 3 weeks
- 52,500 km covered
- 2 teams of handlers in motor homes
- 4 site managers
- Handling equipment: strapping machines, lifting devices...

For the 2021 edition, 21 municipalities put their trust in us (Lorient, Landerneau Mur de Bretagne, Redon, Le Ventoux, Cluses, Le Grand Bornand, Le Creusot, Albertville, Saint Paul les 3 Châteaux, Malaucène, Carcassonne etc.) as well as the ASO organiser to secure eight mountain passes.

Bernard Rubio, Christian Rubio, Michel Rouquette and Laurent Mandard, all four managers within the Altrad Group and personally involved for years in this event, tell us about their experience: "The barriers are usually installed very early in the morning of the stage and then removed in the evening after the race. This operation requires a rigorous organisation of transport and intervention times, to reconcile compliance with road time regulations and the timing imposed by the race. The barriers are therefore rented out in several stopover towns and then sold to interested local authorities. Three busy weeks for the participants".

Congratulations to our teams who have made this event a success and a key venue for many French and European citizens.



BUSINESS & PROJECTS

ALTRAD TO SUPPORTTHE GRAND PARIS PROJECT

(OCTOBER 2021)



Altrad Coffrage et Etaiement (Formwork and Shoring) is still participating in the Grand Paris Express project alongside Eiffage.

Just a few days ago, the BANTAN tunnel boring machine arrived at its destination under the gaze of the ALTRAD HD320 shoring towers.

For Altrad, Grand Paris remains a truly emblematic project with which the group is proud to be associated.

It should be noted that the Grand Paris tunnel boring machines all have different names in reference to personalities: the name BANTAN, for example, was chosen by the children's municipal council of La Courneuve in honour of Bantan Diarra, the first female firefighter in La Courneuve. It will complete 3.8 km of the tunnel on lines 16 and 17 of the Paris subway, up to the Canal shaft in Aubervilliers.

WE ARE HAPPY TO BE PART OF THIS GREAT AND SYMBOLIC ADVENTURE.



APM is strengthening its rental offer and its local service with the opening of a rental depot in TOULOUSE (31).

Toulouse is the world capital of civil and military aeronautics and space. It is located in the foothills of the Pyrenees, France's second largest supplier of hydro-electric power. The city is anchored in the heart of a region with more than 4,500 listed and classified buildings. All these features make this site a strategic location for our business.

The Toulouse depot offers a surface area of 2,500 m², including 600m² of covered space, housing our offices and a showroom.

The challenge is to gain market share and strengthen our leadership in our traditional business: equipment sales.

About APM:

ALTRAD PLETTAC MEFRAN, with its extensive experience, offers tailor-made solutions for the scaffolding rental business. A large stock of equipment spread over 9 depots and an unrivalled territorial sales network enable the historic Altrad subsidiary to satisfy all its customers as quickly as possible.

This modular equipment is suitable for all types of activity, in industry as well as for the construction market, the building trade and of course for the renovation of historical monuments.

ALTRAD PLETTAC MEFRAN offers the following equipment for hire:

- METRIX H-Frame Scaffolding
- METRIX Omnidirectional Scaffolding
- METRIX Mobile Towers
- Construction Stairs
- Public Stairs
- · ALTRIX Temporary Roofing System



BUSINESS & PROJECTS

NOTRE DAME DE GRAVENCHON (NORMANDY) PREZIOSO (ALTRAD SERVICES FRANCE) **COMPLETES THE EXXON IM21 TURNAROUND WITH PANACHE** (SEPTEMBER 2021) At the heart of industrial sites, and particularly within refineries, unit shutdowns are a strategic element in maintenance. They require good management of people and of the shutdown procedures themselves. In France, Altrad Services, particularly through its subsidiary Prezioso, is an efficient and recognised partner in the successful turnaround of industrial units.



On the Exxon site at Notre Dame de Gravenchon, in Normandy, the latest turnaround named "IM21" was carried out in an exemplary manner, in several carefully scheduled phases, despite a delicate COVID context from March 2020 (the turnaround was initially scheduled for May 2020):

- May 2020 to September 2020: Preparation
- October 2020 to April 2021: Installation of means of access
- March and April 2021: De-insulation, de-lagging and asbestos removal
- Early April 2021 to mid-May 2021: Effective shutdown
- May 2021 to July 2021: Re-insulation
- May 2021 to August 2021:
 Removal of means of access

For Exxon, this was one of the major turnarounds carried out on this unit called "steam / block 20" since its start-up. A large number of people had to be mobilised, with a peak of 220 people, not to mention the 2500 tonnes of scaffolding (mobilised and deployed thanks to the effective collaboration of the various Altrad entities involved in the project - Prezioso, Poujaud and Arnholdt), and the 14,500m² of insulation installed (50% cold and 50% hot).

The teams were initially made up of the Prezioso Major Projects BU entities, with subcontracting to the Prezioso Portugal subsidiary, but also with the support of Gestifix for the assembly of access means. The staff was then reinforced during the insulation phase with the help of another partner, ITCC Lithuania, as well as resources from the Prezioso Nuclear BU and Service BU.

The turnaround was complex, involving a large number of companies and workers, a lot of co-activity, as well as unusual contractual variation over such a short period of time. The project was also burdened by a COVID cluster, in full shutdown, with 60% of the staff affected. However, the teams stood together to maintain the expected level of service during the downtime.

Our teams were nevertheless able to meet the important milestones during the project, despite the fact that the scope of the work was multiplied by the three trades deployed, namely: scaffolding, insulation and asbestos removal.

"We almost doubled the scope of activity, since the initial turnover was expected to be around €4-5 million. Finally, for our teams, the project ended with a revenue of around €10M, offering a multitude of additional services, such as the management of decalcification in an 'asbestos' environment, and always responding positively to the numerous additional requests from our client" says Tony Hervoche, head of the multi-trade and insulation activity for the Major Projects BU.

On the client's side, the supervision and process management teams have already expressed their satisfaction with the work done by the Altrad teams and their partners. The relationship and transparency of information between Exxon and Prezioso was one of the key elements of this success. As Benoit Campion, General Manager of Prezioso, points out: "We carried out quality work, without respite, with teams who were involved and willing, to ensure that the unit could be restarted in the best possible conditions".



BUSINESS & PROJECTS

ALTRAD RETURNS TO **TRADE SHOWS** IN EUROPE



Altrad will be present at the WNE (World Nuclear Exhibition, from 30 November to 2 December 2021)

Since the creation of the WNE, Altrad has had visible presence with its exhibition stand. And with good reason: in France as well as in the United Kingdom, and more generally in Continental Europe, our group works on the maintenance of existing nuclear power plants as well as on the construction of new generation sites (Flamanville EPR, Hinkley Point C).

Being present at WNE is a key choice allowing us to position ourselves at the heart of the first platform dedicated to civil nuclear energy players: 680 international players covering the entire civil nuclear value chain will be present for workshops, guided tours and conferences. A way for us to keep up with the latest innovations and market trends.



Altrad at Batimat 2022 (3-6 October 2022)

The Altrad Plettac Mefran, Altrad Saint Denis, Altrad International and Altrad Formwork & Shoring subsidiaries will be present at BATIMAT 2022.

BATIMAT, the world's leading building exhibition, will be back at Portes de Versailles in Paris in October 2022. The show brings together all the professionals in the building industry over 4 days. The 4 subsidiaries of the equipment branch are happy to participate in this event and confirmed their registration before the summer of 2021. They are standing at the ready to prepare for the event.

On the programme, conviviality, innovation and exchange will be the key words of this edition. See you in 2022!

BUSINESS & PROJECTS

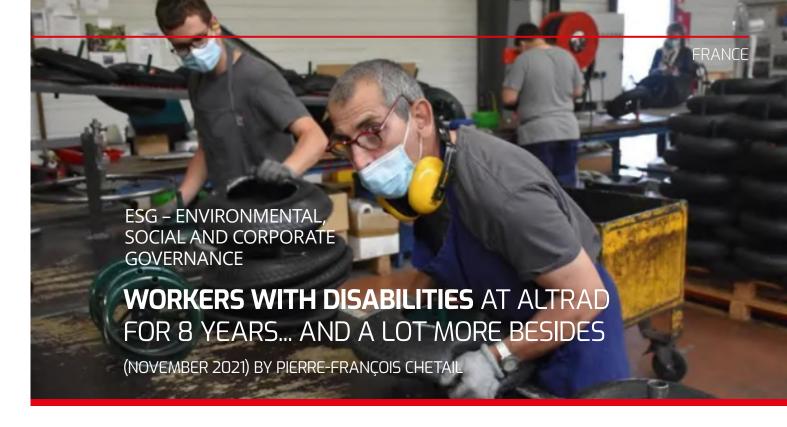
PRODUCT INNOVATION FOR APM: NEW QUICK-**ASSEMBLY SAFETY** LEDGER (SEPTEMBER 2021)

Doigt coude This innovation allows us to obtain a significant gain on: Assembly time (much quicker than the assembly of a classic ledger).

APM's new quick-assembly safety ledger is the result of a rental customer's desire to develop the product for his own use. APM's design office looked into the idea and the design has been put into practice and is now available in the product catalogue.

- Weight (lighter than a traditional ledger, more ergonomic and easier to handle)
- Storage (more parts can be put on a load)
- Price (less material = lower price)
- And finally better compatibility/adaptability (the new quick-assembly ledgers are designed to be compatible with APM's multidirectional scaffolding ranges, namely the METRIX and MULTISECU+).

WELL DONE TO ALTRAD PLETTAC MEFRAN FOR CONSTANTLY RENEWING ITSELF AND INNOVATING FOR ITS CUSTOMERS.



In one of the factories at the Saint-Denis-de-Cabanne site, they assemble and inflate wheelbarrow wheels. And despite their handicap, which is largely offset by their courage and determination.

Some people dream of being extraordinary. Of becoming a pop star or a professional football player. Being noticed when they walk down the street...

"They're even more resourceful than some other people."

For them, the ultimate ambition of their often battered lives has always been to become part of the mainstream. To work in a factory, like millions of other employees throughout France. And for no one to pay attention to them when they go out.

They are the ones who, with a veil of modesty that is somewhat hypocritical, are called the 'disabled'. A slight disability, often undetectable at first sight.

At one of the Altrad Saint Denis factories, workers from the ESAT (sheltered employment sector) in Charlieu have been employed for the past ten years, and they have really made their mark. They are now integrated into the company just like the other 200 employees. A "great victory".

This was far from a foregone conclusion. When the leading manufacturer of concrete mixers called on their services just over eight years ago, it was primarily for economic reasons. There were potential markets to be won with the sale of wheelbarrows, and a consequent need for labour to assemble and inflate the wheels, and the ESAT offered to carry out the task at an attractive rate.

Initially, the workers from ESAT did the job in isolation, in Altrad's storage buildings in the town of Saint-Denis. As the buildings were difficult to heat, it was decided in October 2016 to temporarily relocate them during the winter season to one of the company's factories, where final production takes place.

At the time, recalls Julien Lefevre, head of wheelbarrow production, there was "slight apprehension on both sides. But everyone adapted quickly. And in March, nobody wanted them to go back to the village site.

Today, I consider them my second team. I don't make any distinctions. They are at home here, they are part of Altrad".

All the more so as their workshop is located next to the factory entrance. So they can greet all the workers passing by. And, above all, they are totally accepted because they do a good job. "I take my hat off to them. They are even more resourceful than some other people," says Julien Lefevre with a smile.

The work is physical, but it's done at a steady pace, without ever complaining. They are "very courageous" people, says Gaëtane Perrier, the Director. Singled out as different from a very young age, they are segregated into adapted structures, but they are driven by a tenfold desire to prove that they are capable of doing well. Driven by motivation that is anything but ordinary!

"They made me a better person".

ESG

PINK OCTOBER × ALTRAD FORMWORK & SHORING

This year, on the occasion of Pink October, the Altrad Coffrage et Etaiement (Altrad Formwork and Shoring) teams wanted to mobilise, act and speak out because, today in France, one woman out of eight is at risk of developing breast cancer.

To take action, ACE and its employees got together to take part in the "Plus Vite que le Cancer" (faster than cancer) race organised by the Ligue Contre le Cancer, on the weekend of 30-31 October 2021. About thirty employees in the company decided to run 2, 6, 12 or 21 km on this occasion. The company participates in the form of a donation when each employee registers, and all the proceeds will be donated to the "Ligue Contre le Cancer".

This virtual race is run by various employees throughout France. At ACE's head office, around twenty of them will get together, with their partners and children, for a morning of sport and discussion on Saturday 30 October.

But also to speak out: One of our employees, emmanuelle cheyroux, wanted to speak, following her battle with breast cancer at the age of 34. She raises awareness about the importance of self-care at any age. To read her testimony and find out more about self-checking, click on the following link: https://www.altrad-coffrage.com/fr/actualite/octobre-rose-x-altrad-coffrage-etaiement.html.







ESG

TAKING CARE OF YOUR TEAMS ON SITE MAY NOT TAKE MUCH, BUT IT MAKES A BIG DIFFERENCE!

(FEBRUARY & AUGUST 2021)

Both summer and winter periods are often accompanied by extreme temperatures that are hard to bear. This is often the case in the Middle East and even in Australia, but it can also happen in France. That was the case this summer. To help everyone to cope, lemonade and iced tea were distributed to employees in the equipment yard and workshops of the Provence Alpes & Coffrage Services agency (Velaux, 13). François Bourg (QHSE manager) and Denis Fanara (operations manager) carried out the distribution to cool off their colleagues. It was also an opportunity to exchange a few words and take a break in the scorching heat. This initiative is now repeated, from time to time, throughout the year (winter and summer – coffee and hot chocolate were already distributed last February) in order to maintain good working conditions, team spirit and good humour!



BUSINESS & PROJECTS

ALTRAD PROVIDES
RELIABLE AND ELEGANT
SCAFFOLDING TO
REFURBISH THE
SZÉCHENYI CHAIN BRIDGE
IN BUDAPEST (JUNE 2021)

The Széchenyi Bridge is a chain bridge that spans the River Danube between Buda and Pest, the western and eastern sides of Budapest, the capital of Hungary. Its construction started in 1839 and it was opened 10 years later, in 1849.

At the time of construction, it was regarded as one of the modern world's engineering wonders. It has asserted an enormous significance in the country's economic, social and cultural life, as much as the Brooklyn Bridge in New York in the US. Over the years, it has become a symbol of progress and national awakening, and nowadays, it is one of the mostly commonly shown structures depicting Budapest.

The bridge connects Pest (where the Parliament is located) and the Buda part of the city. Buda was the former capital of the country and since 1873 it refers to the western part of Budapest, on the west bank of the Danube. This is the hilly side of the city where the castle and most of the churches can be found.

The bridge is 380 metres long. Its renovation began recently and the scaffolding planning proved to be a very delicate part of the project, due to the density of traffic under the bridge. Besides, we had to design and produce specific supports for the scaffolding. In addition, the usual wooden decks were obviously not accepted. It was even necessary to provide elegant adapted platforms as these would be widely seen, at least for 2 years, by the local population and of course the growing number of tourists. For this, our special platform profiles were accepted (specially designed for Altrad Alucon, and sold to the Hungarian nuclear power plant every year in small quantities for repair work). We sourced them from our usual Turkish supplier, Asas, which has now become a strong partner. As for the beams, they are all manufactured by Altrad Alucon



BUSINESS & PROJECTS

ALTRAD & GASUNIE COLLABORATION ON THE **NEW NITROGEN**INSTALLATION IN ZUIDBROEK

(THE NETHERLANDS - SEPTEMBER 2021)

For over a year now, the Altrad team has been at work on Gasunie's new nitrogen installation in Zuidbroek, Groningen (The Netherlands). Given the social relevance and time pressure of this project, we are proud to be able to make our contribution here.

Why a new installation?

The construction of three air separation plants is a necessary measure to reduce dependence on Groningen gas in the short term. Partly because of the earthquakes, the government has decided to reduce gas production in Groningen step by step over the coming years. This means more imports from abroad, but that imported gas will have a different composition.

Gasunie is therefore building a new nitrogen installation in Zuidbroek. Nitrogen will soon be extracted from the air and mixed with the high-calorific foreign gas. This will create gas that is suitable for Dutch households and that will be transported to the rest of the country via Gasunie's transport network.

Altrad in the picture

Altrad, in collaboration with Ballast Nedam, is involved in the construction of the three required distillation columns, the mixing station and the steel structure with civil, mechanical and E&I activities. With a team of 50 people on average, we are helping to ensure that the client receives the necessary support in the final phase of the project to achieve its objectives.

The work is scheduled to last until the end of 2021 and, particularly this autumn, the project has accelerated. The scaffolders are fully booked erecting the scaffolding structures in preparation for the mechanical work. With 3 towers of +35m scaffolding and another 5 under construction, it is now literally working at a 'high level'.

The test phase will start at the beginning of 2022, followed by commissioning.

ESG

ALTRAD FORT BV DEPLOYS ITS **SOLAR ROOF PANELS**, COMBINING CLEAN ENERGY WITH FINANCIAL SAVINGS

(JUNE 2021)

In the Netherlands, Altrad Fort BV supports the ambition of the city of Tiel to become a more sustainable area through the reduction of greenhouse gas emissions.

The 'Sun on Industrial Roofs' project that started in September 2019 is now extremely tangible in terms of both green and economic benefits. As a building owner and participant in this project, Altrad Fort made its factory roof available for the installation of 2,820 solar panels, which generated a yield of \pm 717,000 kWh of green energy in 2020.

The installation was financed by a specialist company, which shares in the income derived

from the solar panels. This approach has proven to be very successful. For Altrad Fort, the project has not only enabled a transition to green energy, but also generated positive cashflow through a combination of significantly reduced energy purchase, the sale of excess energy to the grid and part of the subsidy on green energy.

And what is even more important, the reduction in CO2 emissions is estimated at \pm 258 tonnes per year. This demonstrates the interest and impact of solar power: today it is clearly possible to combine clean energy with financial savings.

Herman Lindemann, Altrad Fort Director, commented: "Climate change has advanced. Society's environmental awareness has grown past the point of personal accountability. As part of an environmentally conscious group, Altrad Fort wanted to make a difference: this initiative based on renewables and especially solar power, has demonstrated we could adopt a true sustainable approach".

Ran Oren, Altrad Group Co-CEO, added: "I am thrilled with the results of this project driven by Altrad Fort. And I am excited by the opportunities we have available to us to transition to green energy through such "win/win" combinations. Our ambition is to significantly reduce our greenhouse gas emissions and I encourage all of our Altrad colleagues to continue to innovate and deliver on our ambitions".







TALENT IN MOTION

MARIUSZ KUKLA

TECHNOLOGIST. ALTRAD-MOSTOSTAL

My name is Mariusz Kukla, I live in Siedlce, Poland. I work at ALTRAD-Mostostal as a technologist. I deal with the technology of production processes, product drawings and calculations. In addition, I program rolling lines for platform stamping and programs for laser cutting of profiles, steel, and aluminium pipes. I have been working at ALTRAD-Mostostal since 2000 – 21 years. In my private life, I'm a husband and a father of two children (my daughter Julia and son Dawid).

01. Who inspires you and why?

I'm inspired by people who can be themselves and stand out. They are not afraid to have their opinions, they have an interesting lifestyle, people remember them. I admire such people. I do not have an idol, I do not try to imitate anyone, but I do have inspiration.

02. What was the best concert you ever attended?

I have very fond memories of the concerts from my student days. Young performers, bands such as Maciej Balcar, Polish singers from the genres of rock and blues played there.

03. Where's your favourite place in the world and why?

My hometown is a special place for me. I'm very fond of it due to family and professional ties. Previously, I studied at the Warsaw University of Technology and lived in Warsaw, a beautiful city with many monuments and an interesting history, but I value peace and returned to Siedlce.

04. What was the last book you read?

Stephen King's novel Rita Hayworth and Shawshank Redemption – a story that was turned into one of the most iconic films in the history of cinematography.

05. What are you passionate about and why?

I'm passionate about motoring. I like to look at car models, study the technical solutions of old and modern designers and follow the progress of the automotive industry.

06. What's your favourite movie and why?

Recently, I enjoyed a Spanish movie called Contratiempo. It's a suspenseful crime story with interesting twists. I appreciate it for its surprising ending.

07. What's the craziest thing you've ever done?

I didn't do anything particularly crazy, but I remember something when I was at the seaside in Sweden with my family. In the late afternoon, when we were getting ready to leave, we spontaneously came up with the idea of sleeping on the beach. We put the tents up and lit a fire. We had a great evening, and in the morning after we woke up, we laughed because the wind blew a lot of sand into the tents.

08. What are your hobbies?

I like cycling and walking with my family. When the weather is bad, we arrange Lego blocks and play board games. Together with my son, we collect models of old Polish cars. I also have an aquarium hobby.

09. What is the coolest thing you're working on at the moment?

Currently, together with my colleagues, we're working on a new product system – steel supporting towers. We create drawings and develop technological processes to make a trial batch.

10. Who would you like to swap places with for a day and why?

I'd like to swap place with people performing extreme professions where the adrenaline level rises, e.g., a rally driver, military fighter pilot, etc. I think it could be a crazy day, different from my quiet one.

11. What is the best meal you've ever had?

I really appreciate Italian cuisine full of fresh, fragrant herbs and olive oil. However, I like sirloin in leek sauce with potatoes and grilled vegetables most.

12. If you could visit anywhere in the world you've never been, where would you go?

I'd like to visit the United States and the Grand Canyon National Park in Arizona.

13. What's your pet peeve?

Lateness irritates me. I believe it's disrespectful to the other person. I try to be punctual myself.

14. What's your secret talent that no one knows about?

As far as it can be called a talent, I have the ability to wake up at a given time without an alarm clock.

15. Which four individuals, living or dead, would you like to eat dinner with the most?

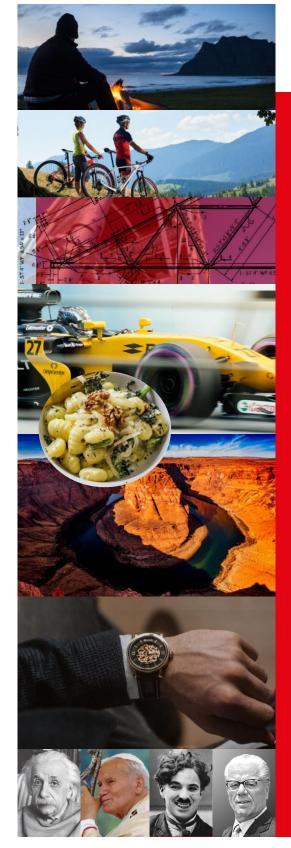
Albert Einstein, John Paul II, Charlie Chaplin, Battista Pininfarina (Italian car designer).

16. What is your favourite family tradition?

I think, like most people, I like traditions related to Christmas. I always associate them with warmth, love and spending time with family.

17. Who is your least favourite superhero?

I don't have a favourite superhero, and it's not because I dislike any of them. Fantasy is not my favourite genre, and I'm just not a superhero fan.



UK, IRELAND & NORDICS

BUSINESS & PROJECTS

ALTRAD'S **NEW CONTRACT AWARD WITH SHELL** IN THE
UK WORTH £24
MILLION (JULY 2021)

Altrad has announced the signing of a three-year contract – with the option for two further one-year extensions – to provide services to its client Shell, in support of their Clipper and Leman Alpha offshore gas platforms and the Bacton gas processing plant, near Great Yarmouth in the UK.

The contract, which starts in July 2021, is worth approximately £24 million over the initial three-year contract period, and includes the provision of access, rope access, insulation, and painting services to support the maintenance activities of the oil giant's most critical assets.

Chris Garland, Altrad's UK upstream operations director, said: "The award of this contract builds on our successful international strategic relationship with Shell at Altrad Group level and we look forward to using the ingenuity of our people to support the operation of these assets".

provide 80 new permanent jobs, a figure that is expected to rise to around 120 people during peak periods of activity.

The new contract, which displaces both Bilfinger Salamis and Brand Energy Infrastructure Services, was awarded to Altrad because the group was best placed to meet Shell's requirements in terms of safety, quality and environmental performance, and because there was real added value based on a strong results and performance driven model.





TRAD Scaffolding were appointed by the client Wates Residential to provide the scaffolding access solution on their Park East project late last year. The scope was identified through collaborative early planning during 2019 and has provided an excellent showcase for its Plettac Metrix equipment, in fact 1,500 tons of it will have passed through site upon completion! The client was particularly keen to use the very adaptable & aesthetically impressive modular system on Park East after successfully using it on several previous projects with TRAD.



The Park East regeneration is a £95 million development in Erith, being delivered with housing association Orbit, in partnership with the London Borough of Bexley. The project will see 320 new homes built, of which 80% will be for affordable rent and the remaining 20% for shared ownership in order to accommodate a mixed tenure community.

TRAD Scaffolding Managing Director Peter McShane commented "With Trad Scaffolding HQ being only a couple of miles away, it is particularly pleasing to be able to contribute to the great regeneration work being carried out by Wates and its partners within the local area."

Peter added, "We have also been keen to take the opportunity to support Wates along the way in several charitable events during the build and very pleased with their help & support to place some of our young apprentices and upcoming black hats of the future on this organised & well-run site under the supervision of our onsite team".

The project which is almost at the conclusion of the scaffold erection phase is being very ably led & supervised by Trad's very experienced

and long-standing onsite Black Hat foreman John Gardner. John has been with TRAD for 17 years and has managed a large team of operatives throughout the build. He has also collaborated very closely with the Wates site team to ensure safety, quality & build programmes are met with equal importance.

TRAD Senior Operations Manager Darren Clinton commented "The Client specifically requested John our lead Foreman to supervise this project on behalf of TRAD, having worked with him in the past".

Darren added, "John is one of a number of long-standing TRAD Blackhat site supervisors with well over 10 years' service and who form a seamless extension of our office-based management teams. They have been integral to the companies' professional output for many years".

With a scaffold package value in excess of £2m the project is well on the way to completion, which is expected in 2023. The entire Trad team involved are very proud to be a part of the local residential regeneration.



ESG

THE THREE PEAKS CHALLENGE: TRAD'S COMMITMENT TO THREE CHARITIES FOR THREE IMPORTANT CAUSES

(SEPTEMBER 2021)

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1971-2021

AND EXCENT

CHALLENGE

As part of their 50th year celebrations this year, TRAD Group are committed to raising £75k by the end of December 2021 for their three chosen charities of the year: Mind, The Royal British Legion and the Multiple Sclerosis Society.

To reach this target, 30 intrepid walkers from TRAD will be taking on the Yorkshire Three Peaks challenge this Saturday, 9th October, with a fundraising goal of £30k! The 30 walkers taking on the 3 Peaks are made up of all disciplines across the Group, ranging from Yard Staff to Directors who will be taking part for a common cause. All 30 walkers have been in serious training over the last few weeks, ready to tackle the 24 mile circular walk that takes on Yorkshire's three highest peaks – Pen-Y-Ghent, Whernside and Ingleborough, and all 30 walkers will be aiming to complete the challenge in under 12 hours!

All three charities, which closely represent the wider Groups Core 5 values, have been chosen by TRAD's employees across the UK. Not only will TRAD's commitment raise a considerable amount for the three very worthy charities, but it will also help to boost the Groups Corporate Social Responsibility credentials, therefore we encourage everyone to please get behind TRAD's charity drive in any way they can to support this great cause!

FSC

ALTRAD AND THE YOUTH GROUP **WORKING TOGETHER**

Youth Group



(October 2021)

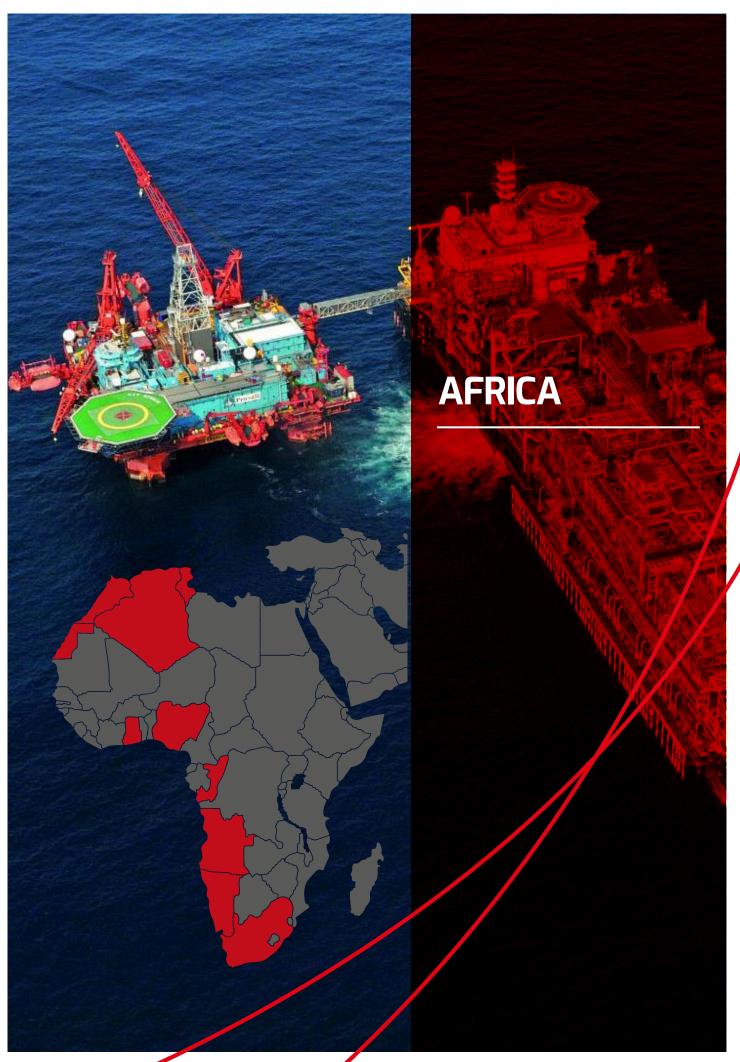
As part of the Altrad Group's Sustainability drive and the focus on Quality Education, the consolidated Altrad UK Businesses of Altrad Services, Generation UK, Trad and Altrad Belle have come together to work with The Youth Group within the UK to drive the recruitment of young people into the Altrad organisation.

The Youth Group is a youth first business that provides young people with the tools they need to get ahead and grow in work. In addition, they assist business / enterprise, government and education to engage, recruit and support youth.

The Youth Group was formed by Jack Parsons – an awardwinning young entrepreneur, public speaker and subject expert on youth, and is known as the UK's Chief Youth Officer. Altrad Group CEO Ran Oren recently met with Jack to discuss the challenges that young people face in finding their way into the job market and onto the career ladder, whilst also sharing the challenges Altrad face in an ever-challenging labour market to meet the Group's strategic growth aspirations.

Ran Oren Commented: "This is very much a learning and education process for all involved, and we hope, the start of a long-term mutually beneficial relationship for all involved. We have a fantastic opportunity to support, mentor and recruit young people into our organisation and see the expertise of Jack and his team as crucial to making Altrad more visible and attractive to a broader and more diverse audience".

Within Altrad UK, Ros How and Nicky Young will be the relationship focal points.



BUSINESS & PROJECTS

ALTRAD IS ALSO IN **EQUATORIAL GUINEA**

(AUGUST 2021)



Total Equatorial Guinea recently entrusted our teams with four fuel storage tanks, for which we deployed all our know-how, including classic ten-year inspections and (re)barrelling (which consists of measuring the tank's capacity), as well as mechanical repairs (changing the bottom plates of one of the tanks).

And to complete the project, on-site painting was carried out on almost 1300 m² and more than 28 tonnes of sheet metal were installed. In total, 14 days of inspection and 28 days of civil works were carried out during the 212 days of the project.



Our client was fully satisfied with our work and gave us his feedback:

"The Altrad Prezioso – Equatorial Guinea team has successfully developed its service offering in a country where the skills and resources come mainly from abroad. It is reassuring for us to know that we have this partner on our side, locally, capable of meeting our needs. As for the projects on our reservoirs, the work was carried out with a great deal of professionalism, seriousness, and rigour, which meant that there were no accidents and that we were able to keep to the budget and deadlines. We are obviously satisfied".

Philippe PRUDENT, Managing Director of Total Equatorial Guinea









ESG

UPDATE - **WOMEN'S EMPOWERMENT PROGRAM** – ALTRAD

NIGERIA (OCTOBER 2021)

Back in July, we informed you about the Altrad is support in Nigeria for a local Rehabilitation and Training Centre in Lagos that supports destitute, mentally and physically challenged women. Altrad committed to supporting the program through giving them the opportunity through training and education to

better their lives.

We are delighted to say that the initial cohort is "live" and running with the students being trained in gardening, landscaping, catering and crafting skills with the goal to give them the tools to become economically independent and find a valued place in society.

Maya Omar country manager for Nigeria commented: "We are delighted that the first course is up and running and going really well with the ladies studying sewing, catering and gardening. The trainees are already producing their own products, which is fantastic to see, and the facilitators are

fully engaged and showing real commitment with their classes. We will then be assisting the ladies to advertise their products as they continue their training".

This is the first phase of a multi-phase programme in Nigeria, that will also be rolled out in Port Harcourt and Bonny as we move into 2022.

CONGRATULATIONS TO ALL INVOLVED IN TURNING WHAT WAS A GREAT IDEA INTO A REALITY THAT WILL HAVE A HUGE POSITIVE IMPACT ON THE LOCAL COMMUNITY.

ASIA PACIFIC



BUSINESS & PROJECTS

INNOVATION COMMITTEE IN AUSTRALIA (SEPTEMBER 2021)

Altrad Services in Australia has established an Innovation Committee to facilitate the introduction, sharing and delivery of best practice and innovations into and throughout the Australia business unit. The aim is to ensure that Altrad Services is at the forefront of new initiatives and that we proactively deliver excellence to all our customers.

Innovations from suppliers, group or market research are considered for roll out. The committee consists of Senior Management from the Operations and Strategy & Growth departments, as well as Subject Matter Experts from our core disciplines.

We have established a mechanism from a group and local level to deliver best practice and share learning to every work location. Every innovation idea is treated on its own merits. Ideas are proposed through 4 stages and the committee is responsible for deciding whether an innovation progresses to the next stage.

The Australia Innovation Committee meets every month with current focus on sharing information on the technology and products we own/are using to make sure we are sharing current best practice and increasing asset utilisation.

For further information, please contact Lee Thompson, Director Strategy and Growth.

BUSINESS & PROJECTS





Services provided as part of this contract originally awarded in 2015 include the provision of brownfields implementation services at both Woodside's Karratha Gas Plant and Pluto LNG Plant. Delivered as a joint venture, the contract includes planning and execution of mechanical and electrical work, instrumentation, access, insulation, coatings and fire protection.

Altrad Services Asia Pacific CEO Neil Sadler said: "We are delighted to receive this extension to the Life Extension Program and see this as a reflection of the continuing relationship between the parties and a validation of the professionalism of the team and the work they have continued to provide throughout these challenging times."

This extension, which will commence in February 2022 and continue to 2024, reflects Altrad Services' teams working closely with its Client to deliver excellence, safely, to high quality standards underpinned by mature systems and processes as well as innovative products such Humidur FP.

In 2017, Woodside changed their protective coating philosophy and moved away from the traditional three-coat systems by adopting Humidur as a single-coat protective coating. Humidur equals and exceeds the longevity of the traditional coating systems for the harsh environment that the Woodside facilities are exposed to.

Humidur's features include:

- environmentally safe 2 component epoxy coating product
- ideal for pipelines and storage tanks
- proven over 30 years in highly corrosive environments
- stops biological corrosion
- excellent abrasion and impact resistance.

At Woodside sites, over the last 3 years, Altrad Services has applied 22,000 litres of Humidur, representing a total 3km2 area and over 500 personnel have been trained in using a brush, roller or spray.

Altrad Services, as the leading multi-sector coatings provider in Australia, has the ability and experience to specialise in the application of a wide variety of coatings solutions and remains independent of brand and or product, committing to the best solution for each client. Altrad Services is the recognised industry leader in the application of Humidur, a product which offers significant benefits such as:

- Surface tolerant
- Can be applied with minimal surface preparation, reducing the need for expensive traditional methods
- One-coat system
- Reduced preparation requirements
- Increased application rates
- Reduced encapsulation
- Extended lifespan.

Altrad Services has worked with a variety of surface preparations including abrasive garnet, dry ice, MBX and hand prep, on marine jetty applications, tanks and process pipework.

Altrad Services is a certified Humidur applicator and is recommended by Humidur as a result of their commitment to quality and efficiency in the application of the product.

Other sites where Altrad Services is currently using /will be using Humidur include:

- INPEX Ichthys LNG Project
- Karrara Mine site
- Alcoa Refineries
- WesCEF Plants / sites.

ESG

ABOUT MY BROTHER SG

(JUNE 2021)

In Singapore, since June 2021, Altrad Services has been partnering with My Brother SG, a network of partners who are passionate about engaging and empowering migrant workers in Singapore for a better tomorrow.

They ensure a nationally coordinated effort in Risk Communication and Community Engagement (RCCE), through effective two-way communication built upon a foundation of trust via a networking platform by involving migrant-worker related authorities, health institutions and non-profits, in order to bridge gaps, pool resources and align goals for maximal synergy.

With healthcare institutions nationwide, My Brother SG has developed a series of health education booklets for migrant workers being cared for in Community Care, Recovery Facilities, Swab Isolation Facilities and Dormitories. These are available in Bengali, Tamil, Hindi, Mandarin, Telugu, Burmese and Thai.

More info about My Brother SG: https://www.mybrother.sg/





Four of the winners (Kerwin, Dennis, Malcolm and Daniel) are pictured here.

ESG

ALTRAD IN AUSTRALIA: UNCONDITIONAL SUPPORT FOR THE XV DE FRANCE

(FRENCH NATIONAL RUGBY TEAM) (JULY 2021)

Like everyone else in the group, Altrad employees in Australia are proud to sponsor the All Blacks but also and above all the French rugby team, whose values are perfectly in line with those of the group. And last July, before France's final test match against the Wallabies in Brisbane, Altrad Australia employees had the chance to win the French rugby team jersey. After a fun rugby quiz and a fair draw, the lucky winners received their jersey!

ESG

AUSTRALIA: **300 HOT DOGS** FOR RED NOSE DAY! (AUGUST 2021)

Red Nose is a national charity working to save little lives and support families impacted by the death of a baby or child.

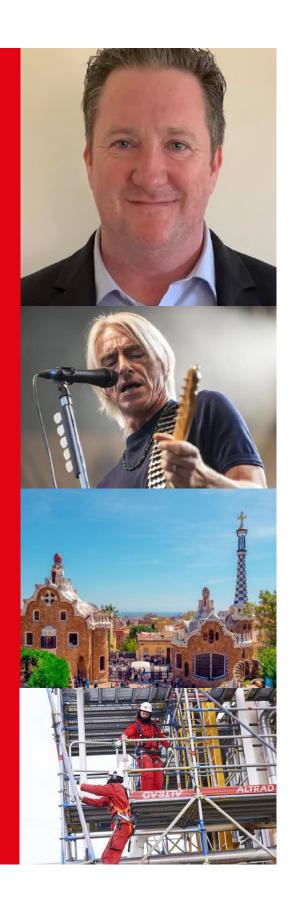
To support the Red Nose Day fundraising event, on Friday 13 August, Altrad Services organised a Sausage Sizzle through a local catering company (Johnny's Takeaway) at INPEX-Operated Ichthys LNG onshore facility. Three hundred hotdogs and three hundred soft drinks were enjoyed by all, selling out in around twenty minutes. With an abundance of positive feedback from INPEX, TRACE JV and the other subcontractors who attended the event, the morning tea was a success and over \$1,000 were raised for Red Nose.

With a team of circa 50 specialists, Altrad Services are panel members delivering multidiscipline (scaffolding, coatings, insulation and rope access) fabric maintenance services at the Ichthys LNG onshore facility since 2017.









TALENT IN MOTION

JASON JORDAN

CONTRACT MANAGER - ALTRAD GROUP

Raised in Oldham Greater Manchester in the UK, I have now been living in Perth for the last 21 years.

I have worked in many roles for Altrad starting in 2009 as a blaster painter at BP, I have been a supervisor, QA-QC, project coordinator, superintendent and currently contract manager. Working predominantly in the mining sector and Oil Gas.

01. Who inspires you and why?

My in-laws for having the faith in me to take their only daughter halfway around the world searching for a better life. They always believed I would succeed when I sometimes doubted myself.

02. What was the best concert you ever attended?

Paul Weller in Manchester 2001 was the best. In timate audience excellent set list, great friends. Top night.

03. Where's your favourite place in the world and why?

Barcelona Spain, the hustle and bustle of the city, the architecture and history also the food. Just great memories.

04. What was the last book you read?

Why Your Best Is Good Enough by Dr Kevin Leman. In short, accept your shortcomings, value yourself and keep making positive changes.

05. What are you passionate about and why?

My sons, as both have followed in my footsteps and are currently working for Altrad. One as a storeman and the youngest as a scaffolder, both great ambassadors for the company.

06. What's your movie and why?

Quadrophenia, I've watched this film throughout my youth and adulthood. It actually has had a huge influence, love the era the clothes music and of course the scooters, the people who know me also know I am a bit of a weekend Mod and can often be seen riding around Rockingham on one of my scooters.

07. What's the craziest thing you've ever done?

Emigrated to Australia 21 years ago with nothing but a dream and 600 pounds to my name. Such confidence in youth.

08. What are your hobbies?

Vintage British motorcycles, tinkering with them and riding them. The feeling of solitude it gives me and living in the moment is like nothing else.

- **09.** What is the coolest thing you're working on at the moment?

 Up skilling the guys and girls that work with me, its great to see them reaching their goals and striving for more.
- 10. Who would you like to swap places with for a day and why? Yuri Gagarin in 1961. First human to see earth from space.
- 11. What is the best meal you've ever had?

 Everything on the menu at Benny's restaurant in Freemantle,
 I eat there every Sunday almost without fail.
- 12. If you could visit anywhere in the world you've never been, where would you go?

America home of the blues, New Orleans, Nashville and of course Memphis. Maybe once we get back to some level of normality, I can make this happen.

- 13. What are some of your pet peeves? Laziness and Pessimism.
- 14. What's your secret talent that no one knows about? I play a mean blues guitar.
- 15. Which four individuals, living or dead, would you like to eat dinner with the most?

Henry Ford Thomas Edison, Roger Daltrey and Lee Mack.





TALENT IN MOTION

KALLI CHRISTOU

COMMERCIAL ACCOUNTANT. ALTRAD-AUSTRALIA

My current role title is Commercial Accountant and I have been with Altrad Australia for 3.5 years. I live in North Perth which is where I spend most of my free time outside of the workplace. Working for Altrad challenges me every day and I most enjoy the working environment plus the people I interact with daily.

01. Who inspires you and why?

My mum as she has shown me that with hard work and determination you can achieve anything you desire.

02. What was the best concert you ever attended?

The 2016 Coldplay concert in Sydney. The stage setup was spectacular along with all the flashing lights. It was a night that I will always remember.

03. Where's your favourite place in the world and why?

Samos Island in Greece would have to be my favourite place that I have visited in my lifetime. It's a large island which takes approximately 2 hours to drive around from point to point. The food, people, culture, and relaxing environment is a drawcard. If we can travel freely again in future, I would highly recommend this destination to anyone who visits the Greek islands (I may be biased).

04. What was the last book you read?

The Barefoot Investor. The book has a lot has a lot of good tips.

05. What are you passionate about and why?

I am very passionate about my career and playing tennis. These two passions help me grow professionally and personally so I can't ask for much more.

06. What's your favourite movie and why?

One of my favourite movies is Blood Diamond. I like this movie as it opens my eyes to the less fortunate countries which also results in how grateful I am to be living and working in Australia.

07. What's the craziest thing you've ever done?

A Dirt Bike tour in Bali which entailed driving on a multitude of terrains (rice fields, jungle, and soft sand on the beach).

08. What are your hobbies?

My hobbies include playing tennis, cooking, and catching up with friends on weekends.

- **09.** What is the coolest thing you're working on at the moment? Collaborating with other business functions and departments to build shareholder relationships and engagement.system steel supporting towers. We create drawings and develop technological processes to make a trial batch.
- 10. Who would you like to swap places with for a day and why?

 Currently it would be Mark McGowan as his role seems interesting during Covid times. I would need to get better at public speaking too.
- 11. What is the best meal you've ever had?

 Greek cuisine composed of tapas (Greek salad, octopus, grilled halloumi).
- 12. If you could visit anywhere in the world you've never been, where would you go?
 Egypt to see the pyramids.
- 13. What are some of your pet peeve? Tardiness.
- 14. What's your secret talent that no one knows about? I have a motor bike licence and recently a boat licence.
- 15. Which four individuals, living or dead, would you like to eat dinner with the most?

Oprah Winfrey: as I find her inspirational and Neil Diamond: so that we can sing one of my favourite's songs to the table (Sweet Caroline). Mum: so that she could enjoy the live song and ambiance too. Roger Federer: as he is an expert in his field of playing tennis.

- **16.** What is your favourite family tradition? Cooking homemade spanakopita.
- 17. Who is your least favourite superhero? Spiderman.





ABOUT INSIDE

The daily efforts of each of you have contributed for several years to a collective success of which you can be proud. Our group is growing and establishing itself as a benchmark in many areas. Let us always keep in mind that our success depends on our involvement, our collaboration and our ability to unite around common values.

Inside, our internal magazine, aims to promote exchange between members of our community through the promotion of our individual know-how. Inside is therefore intended to be one of the links between our teams spread over four continents.

THE EDITORIAL TEAM