



Introducing Cape

cape

Intelligent
solutions
for industrial
services

About Cape

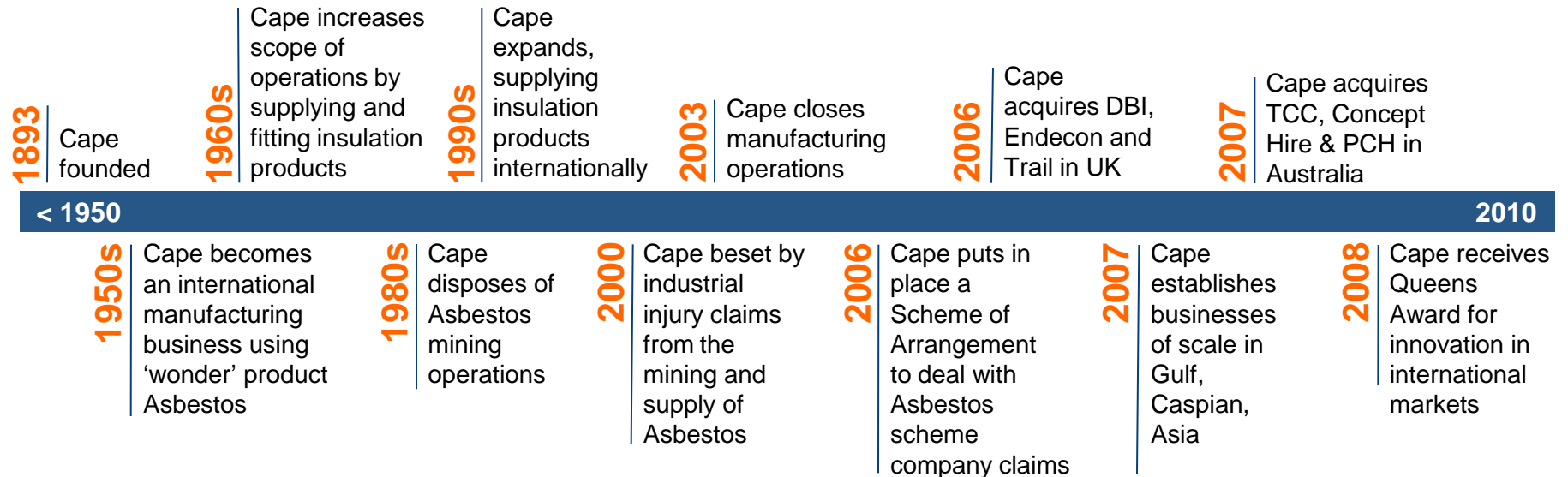


Cape is an international leader in the provision of essential non-mechanical industrial services focused on the energy and natural resources sectors

Cape in brief

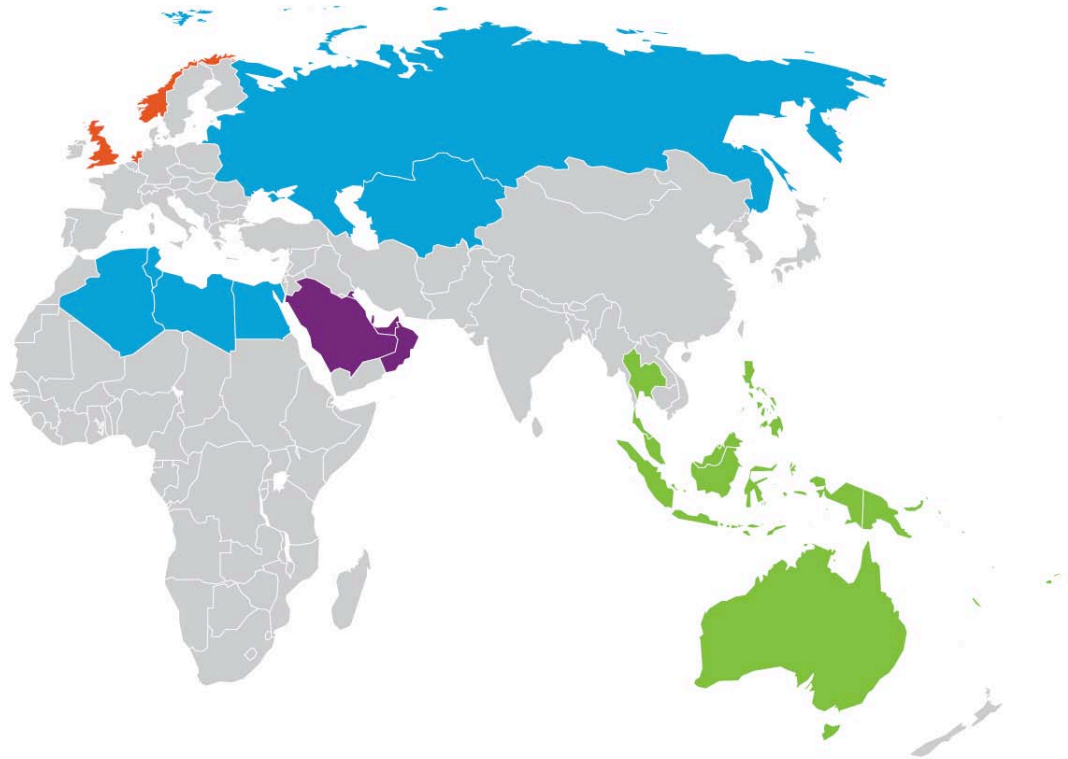
- Established in **1893**
- More than **19,000** people across **30** countries
- 2010 revenue **£650.1m**, which has trebled in the last 3 years
- We offer a range of non-mechanical multi-disciplinary services which includes access systems, insulation, painting, coatings, blasting, industrial cleaning and training and assessment of people. We provide these services throughout the lifecycle of large secure industrial assets.
- Our international coverage extends from the UK, through the Gulf/Middle East, CIS, Mediterranean & North Africa and into the Far East/Pacific Rim.

Cape history



68% of Group operating profit is generated from outside the UK

Our international footprint



plc		
Countries	Principal locations	People
30	84	19,645

United Kingdom		
Countries	Principal locations	People
5	19	3,789

CIS, Med & N.Africa		
Countries	Principal locations	People
8	12	2,010

Gulf/Middle East		
Countries	Principal locations	People
7	25	8,520

Far East/Pacific Rim		
Countries	Principal locations	People
10	28	3,716

Cape operates 24 hours a day, 365 days a year in 30 countries

United Kingdom

Offshore Industrial Services

- We are a major player and estimate the total market value for Cape's offshore services at approximately £400m p.a.
- Cape operates on 45 offshore installations plus various partly manned and unmanned units.

Onshore Industrial Services

- Installations comprise the downstream energy sector such as power stations and oil and gas refineries, heavy industrial plants such as steel plants, bulk and specialty chemical plants, nuclear reprocessing plants and pharmaceutical plants.
- The total value of the onshore market is estimated at £1bn p.a.

Industrial cleaning

- Cape estimates the UK market for its industrial cleaning services at approximately £300m.



BP – UKCS Maintenance North Sea
£150m over 5 years

- Deck services
- Stores management
- Access
- Insulation
- Protective coatings
- Industrial cleaning
- Asbestos removal



British Energy Fleet wide maintenance contract, March 09 UK, 8 locations
£70m over 7 years

- Access
- Insulation
- Maintenance



Shell - St.Fergus upgrade North Sea
£50m over 5 years

- Access
- Insulation
- Asbestos removal
- Painting
- Fire-proofing

BAE SYSTEMS

BAE Systems Surface Ships Ltd
Multi user Access - Aircraft Carriers
£100m over 5 years

- Access
- Blasting
- Coatings

CIS, Mediterranean and North Africa

CIS

- Cape's three centres of operation in Kazakhstan (Karachaganak, Karabatan & Tengiz) continue to offer good opportunities for growth.
- Our dominant position on Sakhalin Island continues with an improving workload including project works at Odoptu and Chayvo in addition to the Sakhalin 2 maintenance contract.
- Medium term growth also anticipated from established smaller operations in Russia (Khabarovsk), Azerbaijan (Baku).

Mediterranean and North Africa

- The Cape-Resa JV has now successfully completed the major work scope undertaken on the Adriatic LNG project with Aker for ExxonMobil.
- In North Africa, target projects in Algeria and Libya were suspended or delayed in 2008 and 2009. With potential awards in 2010, a facility has been opened in Arzew in Algeria adjacent to the industrial zone where the Sonatrach LNG facility will be built by Saipem.



**Tengiz – Kazakhstan
Access/ Insulation**
\$60m over 3 years



**Petrofac – Karachaganak
Access**
\$15m over 2 years



**CTSD/Chiyoda – Sakhalin
Access/Insulation/Fireproofing**
\$125m over 3 years



**Exxon – Adriatic LNG
Construction / Maintenance**
£18m over 5 years



**Kellogg JGC – Damietta LNG
Access / Insulation**
\$11m over 2 years

Gulf/Middle East

- Cape currently provides services at 50 of the 80 large-scale industrial complexes in the region requiring significant ongoing maintenance, shutdowns and capital programs.
- The region's customer base reflects the mix of work with NOC's such as Saudi Aramco, QP, PDO, ADNOC, ADGAS, KNOC and BAPCO as well major petro-chemical plant operators such as SABIC, KAYAN, SIPCHEM, QCHEM and QAFCO.
- In the refractory services market, the Group is recognised as the dominant service provider in the Gulf with over 50% market share.



JGC – Saudi Arabia
Scaffolding/Insulation
\$15m over 1 year



CCIC – UAE (Abu Dhabi)
Thermal Insulation works
\$9m over 8 months



Qatar Petroleum – Qatar
Painting/Access
\$6.6m over 3 years



ADGAS - UAE (Das Island)
Thermal Insulation
\$2m over 3 years

Far East/Pacific Rim

Identified as the most promising medium term growth market for Cape's services.

Australia

- The key market sectors in Australia are the oil and gas sector and mining and mineral refining sector.
- In the oil and gas sector, LNG production represents one of the most important growth segments for Cape.
- Significant opportunities exist in the provision of maintenance services in the Power Generation, Petrochemical On and Offshore sectors.
- Australian E&C related capital expenditure could rise to over \$300bn (+50% rise in annual spend over 2008) in next four years driven by substantial rise in planned LNG investments.
- Current projects include Pluto & Gorgon, Queensland.

Asia

- Module fabrication in lower cost countries such as Thailand, Philippines.
- In Singapore continued investment in new facilities on Jurong Island.



**ExxonMobil - Thailand
Maintenance Contract
£9m over 3 years**



**Woodside/Foster Wheeler
Pluto Modules – Thailand
£10m over 2 years**

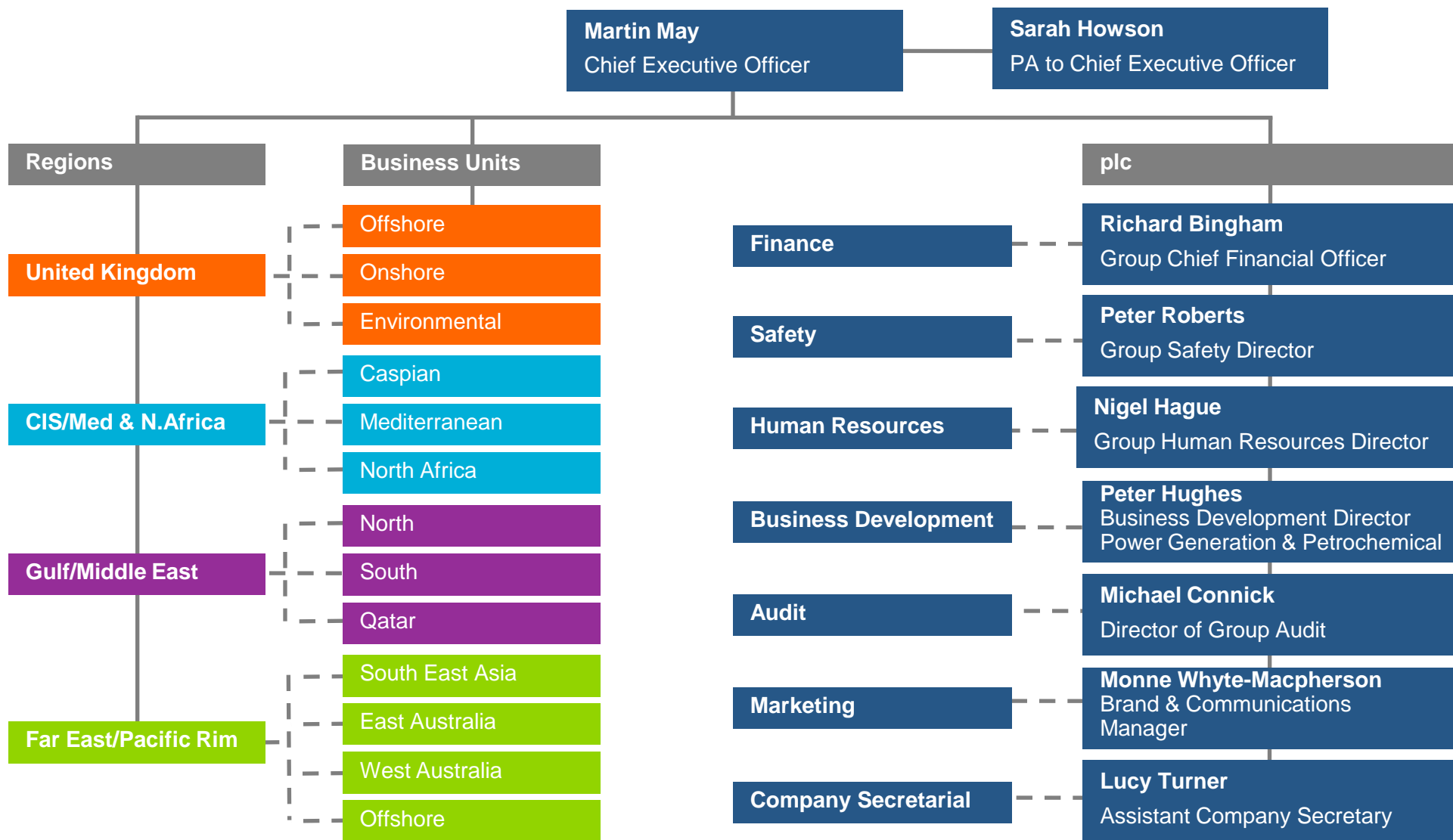


**BHP Billiton
Multi-disciplined Services
£24m over 3 years**



**Alcoa
W/Australia & Portland Maint
£39m over 3 years**

Organisation & Key Management Group (KMG)



Strategic growth targets

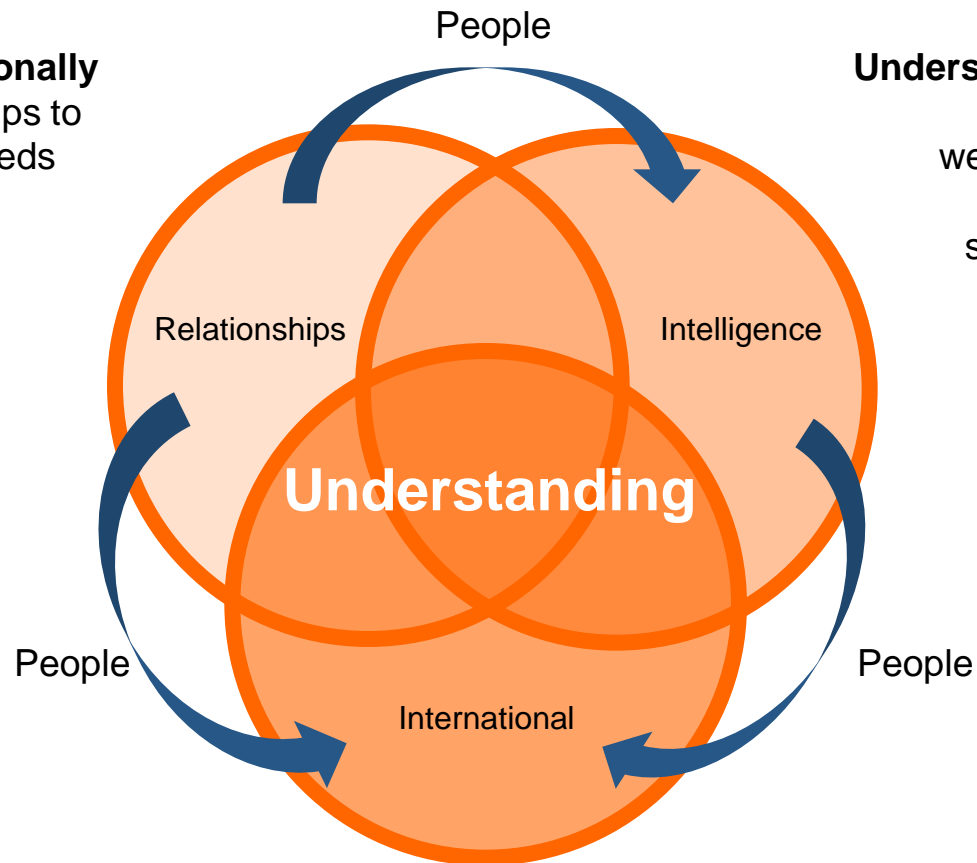
1	Capture increasing levels of maintenance spending in UK	✓	Awarded BE fleet contract
2	Build strong positions in higher growth international markets	✓	Maintenance and major project wins in Gulf and Far East/ Pacific Rim
3	Capitalise on increasing trend towards cost effective bundled multi-disciplinary services	✓	Awarded BP Federal Contract UKCS
4	Maintain strong safety proposition	✓	Improving safety statistics year on year
5	Build on world class reputation & track record for consistent execution & delivery of projects	✓	Successful completion of several major projects across all regions and winning follow on maintenance contracts (Sakhalin, Goro Nickel)

Continuing progress against strategic objectives

Why Cape?

Understanding you - personally

We work hard on relationships to understand your specific needs better - and build trust on both a business and personal level.



Understanding you - operationally

Our deep experience means we can apply our intelligence in the way that best meets your specific needs - and if there's a better way, we'll find it.

Understanding you - geographically

We're based where you are, so we understand local cultural and operational issues - and being close by, we can respond when you need us to.

Our sectors and services



Cape continuous cycle of care



Build

Cape provides access, insulation, refractory, fireproofing and coatings during the crucial build phase.

Maintenance

Cape provides a wide range of non-mechanical essential maintenance services for industrial assets.

Extension of life

As an industrial asset gets older, Cape will work with the client to devise a strategy to extend its useful life.

Decommissioning

Cape's expertise makes us the contractor of choice to support decommissioning activities.

Our customers

Build / Extension of life / Decommissioning



Our clients
come from
2 customer
groups

1) Plant operators in the
oil and gas, chemical,
power generation, minerals
and mining, chemical and
steel sectors

2) Major Engineering and
Construction (E&C)
contractors

Extension of life / Maintenance



Industry sector overview

Onshore oil & gas



30%

Offshore oil & gas



22%

Power generation



15%

Chemical



12%

Hire & sales



9%

Minerals & mining



10%

Steel



2%

Types of contract

Project

38%

- For project work, Cape is typically commissioned by major E&C contractors. The market thus refers to Cape as a “Tier 2” service provider.
- Once a build project is completed, Cape is well positioned to secure long-term maintenance and campaign contracts that follow.

Maintenance

56%

- At 30 June 2009, 52% of the Group’s revenues were maintenance based.
- Typically multiple-year agreements of up to 7 years duration, although, they may be terminated by customers at any time upon notice. Nevertheless, the Group has historically enjoyed very high contract renewal rates due in large part to the embedded nature of the services.
- These services form a critical part of the ongoing fabric maintenance of our customers’ facilities. The successful execution of recurring maintenance helps Cape’s customers avoid unplanned down-time and ultimately optimises the efficiency of their facilities.

Other

6%

- Includes materials and equipment sales and short-term hire of equipment.

Sector, discipline and type of work analyses

Sector	UK	ME	CIS, MED & NA	FE / PR	TOTAL
Offshore oil & gas	41%		26%	10%	22%
Onshore oil & gas	4%	57%	73%	37%	30%
Power generation	34%	3%		1%	15%
Chemical	8%	33%		3%	12%
Minerals & mining		2%		33%	10%
Steel	4%	1%			2%
Other	9%	4%	1%	16%	9%

Services	UK	ME	CIS, MED & NA	FE / PR	TOTAL
Multi-disciplinary	70%	59%	75%	41%	60%
Access	18%	9%	19%	35%	21%
Insulation	2%	22%	1%	4%	7%
Painting, Coating & blasting		1%	2%	6%	2%
Specialist industrial cleaning	10%				4%
Other		9%	3%	14%	5%

Type of work	UK	ME	CIS, MED & NA	FE / PR	TOTAL
Maintenance	94%	31%	7%	34%	56%
Project	6%	69%	91%	47%	38%
Other			2%	19%	6%

Services overview

Multi-disciplinary	Cape provide a multi-discipline, “bundled services” solution with a single point of contact.	60%
Access	Cape is one of the world’s largest suppliers of scaffolding and alternative access services for over 30 years.	21%
Insulation	Our expertise in high and low temperature insulation is grounded in more than 50 years of international experience.	7%
Painting, coating and blasting	Cape has a track record gained from working in some of the most hostile environments on earth.	2%
Specialist industrial cleaning	Cape is a pioneer in safe, environmentally sound industrial cleaning techniques.	4%

NB/ 5% of Cape business is covered under ‘Other’ e.g. hire and sales, training and assessment.



Multi-disciplinary

- Cape provide a multi-discipline, “bundled services” solution with a single point of contact and management responsibility for an increasing array of complimentary multi-disciplinary services.
- We always analyse the task in hand and allocate the relevant multi-skilled operatives to ensure cost and efficiency savings can be made without compromising on quality and safety.
- Our clients are always assured of an efficient, integrated workforce, tailored to their individual requirements and quality controlled by Cape.
- The scale of our labour resource coupled with our technical capability means that we can mobilise extra manpower and equipment to ensure the job is completed on time.



Access

- Cape has been one of the world's largest suppliers of scaffolding and alternative access services to the industrial sector for over 30 years.
- All our access personnel work to industry leading standards that are maintained and verified through rigorous training and assessment certification. We've also invested heavily in developing a bespoke management and site reporting systems to ensure the highest service levels are always delivered.
- Over the past 7 years Cape have developed unrivalled expertise in alternative access solutions, and have been at the forefront of bringing rope access and abseiling techniques into both the onshore and offshore environments.

Our access disciplines

Traditional tube-and-fitting scaffolding	Mobile elevated work platforms	Mast climbers
System scaffolding	Rope access	Low access podiums
Tensioned netting	Powered access	Formwork



Insulation

- Our expertise in high and low temperature insulation is grounded in more than 50 years of international experience.
- By continually evaluating the potential of new materials and techniques to address emerging technical challenges, we are able to reduce the whole-life costs for our clients. In the specialised field of cryogenic insulation, we have provided services to over half of all the LNG import and export terminals constructed worldwide since 1990.
- Cape is a leading provider of heat-resistant lining for high temperature furnaces, reactors and other processing units.
- Our entire lifecycle refractory solutions cover everything from advisory and custom design services to material supply and installation.

Our insulation disciplines

Thermal insulation
Cryogenic insulation
Acoustic insulation

Asbestos management and removal
Sheet metal fabrication

Painting, coating and blasting



- Cape's track record has been gained from working in some of the most hostile environments on earth.
- This has given us a thorough understanding of what it takes to meet the huge range of surface preparation and coating requirements that arise in sterile/clean rooms, shipyards, fabrication facilities, LNG plants and oil and gas facilities, both on and offshore.
- With decades of experience in the application of structural fireproofing systems, Cape is well placed to provide technical support and expertise throughout the design phase of a project, as well as during construction.

Our painting, coating and blasting disciplines

Process & storage equipment
Pipework & structural steel
Floors, walls, ceilings, roofs
Surface preparation
Product analysis

Degradation analysis & reporting
Technical recommendations
Rubber lining
Fireproofing



Industrial cleaning

- Cape is a pioneer in safe, environmentally sound industrial cleaning techniques. We provide on and offshore cleaning and decontamination services for process pipework, tanks and vessels.
- Cape is continually looking for new ways to enhance safety through technology. A leading example of our innovation is the sophisticated 'non-man entry' techniques for pipeline de-scaling.
- The environment is important to Cape and we offer extensive integrated waste management capabilities for 'turn key' solutions for both the management of waste and on-site handling processes.

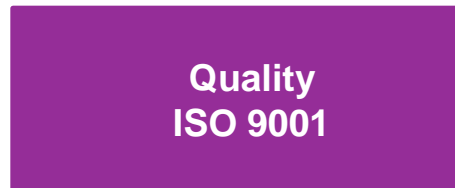
Our specialist industrial cleaning disciplines

High-pressure water jetting
Chemical cleaning
High air flow vacuum services

Waste management and handling
Hydrocarbon processing

Our systems and processes

- Everywhere we operate, our reputation for total reliability and on time delivery is underpinned by a robust set of systems. The quality of our systems are tried and tested according to international standards.
- Key performance indicators have been established right across the Group, which allows us to measure performance that encourages and promotes continuous improvement.
- 80% of our operations conform to the internationally recognised management standards:





Safety

- Cape creates an environment where everyone can work safely and healthily and operate in an environmentally and socially responsible manner.
- Safety is a way of life at Cape. No matter how hazardous the environment, we believe that every accident is preventable: our goal is zero accidents and injuries.
- Wherever we work, we apply the same industry leading standards of safety.
- We believe a healthy employee is a productive one and with extensive health screening programmes distributed across our network, we're continually assessing all the relevant welfare issues that may arise as a result of working in such varied environments.
- Cape invests significant resource into training facilities that provide all our employees with the relevant technical and safety training.

Safety is our number one priority. The Golden Rules form the basis of our safety philosophy, designed to create a safe working environment



Cape's Golden Rules

Reporting unsafe acts and faulty workmanship

Always report faulty workmanship or unsafe acts to your line manager without delay regardless of who might be responsible. Never walk past an unsafe situation.

Training and competency

Always make sure you are trained and have the right level of skills to do the job you have been asked to do.

Being unfit for work

Do not work when you are unfit, due to the effects of illness, tiredness, injury, drugs or alcohol.

Job Specific (risk) assessments, permits and authorisations

Always work to a job specific (risk) assessment and ensure you have all necessary documentation, authorisations, permits and licences.

Personal protective equipment

Always wear the required equipment.

Workplace control

Always ensure that your workplace is safe and secure with all necessary barriers, isolations and safety equipment.

Fall prevention

Always use safety equipment to reduce the chance and impact of a fall from height.

Safe operation of machinery, vehicles and equipment

Always operate machinery, vehicles or equipment safely and only remove or disarm any safety system or device when authorised.

Some of our recent awards

Region	Date	Award	Site	Client	Note
plc	2008 - 13	The Queens Award for enterprise			
United Kingdom	Jun 2010	RoSPA Gold Award for Occupational Health & Safety 2010			Won 3 times
	May 2009	Global Contractor SHE Award – First place	Chemical complex, Wilton Teesside	SABIC	
CIS, Med and North Africa	Apr 2009	General Directors' Annual Award, Best Contractor HSE Practice	Karachaganak site in Aksai, Kazakhstan		Won twice
Gulf/Middle East	Jun 2009	Best Contractor Safety Award	Qatar	Qatar Petrochemical Company (QAPCO)	
	Jun 2009	Best Safety Contractor of the Year 2008	Chemical complex, Abu Dhabi	GASCO, Bu Hasa & BOROUGE, Ruwais	Won 4 times
	Jul 2009	Outstanding Performance	Fluor OLEFINS 2 Project, Kuwait	Fluor	
	Aug 2009	HSE Contractor of the Year 2008	Abu Dhabi	GASCO, Ruwais	Won 3 times
	Nov 2009	Best Contractor	09 turnaround project in Jabail, SA	Albayroni	
	Dec 2009	Certificate of Excellence	Saudi Kayan PP/PH Project, SA	Samsung	
Far East /Pacific Rim	Sep 2009	10m man hours without a LTI	Sriracha Umbrella Project, Thailand	Esso	
	Oct 2009	2m man hours without a LTI	Pluto LNG project in Thailand		
	Mar 2009	Recognition of performance	Pluto LNG Offshore Project, Australia	Woodside	



Contractor of choice

Clients choose Cape for our proven ability (across our international footprint) to:

- Provide a multi-discipline, “bundled services” solution with a single point of contact and management responsibility for an increasing array of complimentary multi-disciplinary services.
- Deliver the highest standards of safety performance in industrial environments.
- Execute large and complex projects requiring the supply and management of large numbers of skilled operatives and volumes of equipment.
- Deliver innovation and on time delivery resulting in long term customer relationships.

Contact us

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