



Company Profile



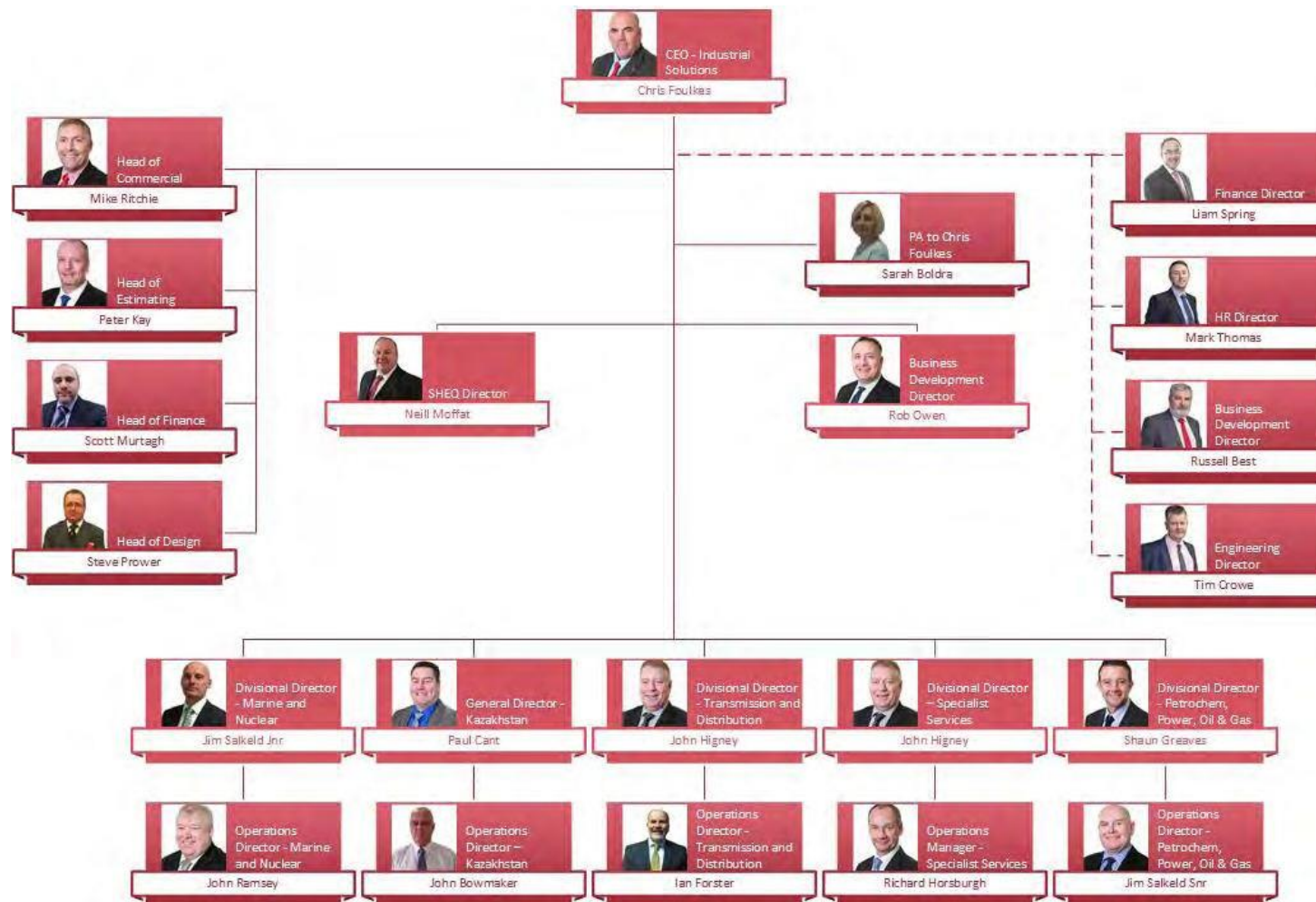
Overview - Actavo (UK) Limited

Actavo (UK) Limited are a leading supplier of multi-discipline services including access, insulation, asbestos removal, protective coatings and passive fire protection services to blue chip clients across a range of sectors. The company has been in operation for over 48 years and employs approximately 2,100 people throughout the UK, Ireland and Kazakhstan.



- 1967** Company began trading.
- 1976** Floated on the stock exchange.
- 1994** HAT Contracting and BPS Offshore Services were merged into Deborah and the company was renamed Deborah Services Ltd. This enabled the company to offer Multi Discipline services.
- 1998** Awarded first multi-discipline contract with Magnox Ltd.
- 2003** Awarded access contract at Fawley Refinery.
- 2005** First awarded the framework contract for four Magnox sites which included Bradwell, Berkeley, Oldbury and Sizewell.
- 2008** Acquired by Siteserv PLC.
- 2009** Awarded largest insulation contract in Europe on Vivergo New Build Bio-Ethanol Facility.
- 2010** Awarded the multi-discipline off-shore contract for Kinsale Energy.
- 2012** Acquired by Siteserv Holdings Limited.
- 2013** Awarded the multi-discipline contract for INEOS, Grangemouth
- Successfully retained the Magnox Ltd framework contract for the Bradwell, Berkeley, Oldbury and Sizewell sites for a further 3 years.
- 2014** Secured a three year multi discipline contract at Philips 66 in Immingham.
- 2015** PDC Utility Services Limited acquired by DSL's parent company, Siteserv Group. PDC will now form part of DSL's industrial services division.
- Awarded the Babcock International Marine Contract worth £150m, making DSL the marine sector's largest industrial services provider in the UK
- International JV in Kazakhstan between Deborah Services and the Lancaster Group
- Deborah Services Limited rebranded as Actavo (UK) Limited

Actavo Industrial Organogram

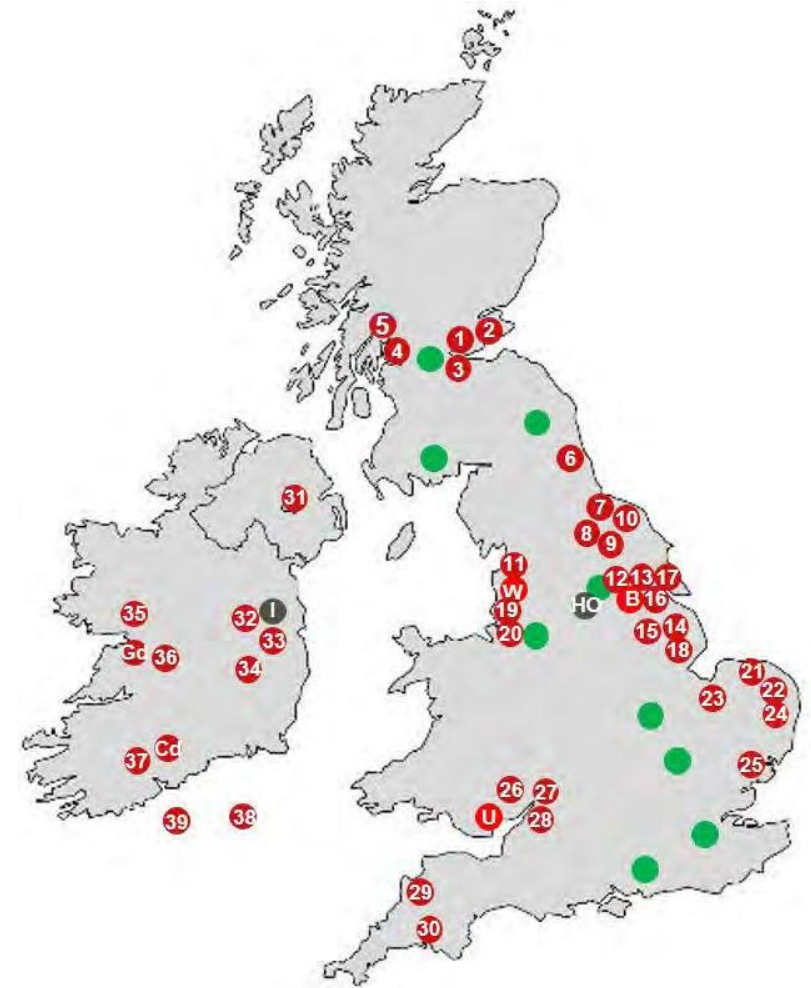


Where we work - UK



Actavo (UK) Limited currently operate in over 40 locations throughout the UK and Ireland and are currently operating on a number of sites within Kazakhstan. We provide Industrial Solutions to various sectors such as Nuclear, Power, Oil and Gas, Marine, MOD, Offshore and Petrochemical plants.

No.	Location	No.	Location	No.	Location
1	ExxonMobil Mossmorran/ Shell Mossmorran	15	Centrica, Northern Region	29	Babcock International, Appledore
2	Babcock International, Rosyth	16	Phillips 66, Humber Refinery	30	Babcock International, Devonport
3	Ineos Grangemouth/ Petroineos Grangemouth	17	VPI, Immingham	31	Harland & Wolff, Belfast Port
4	Babcock International, Faslane	18	Theddlethorpe Gas Terminal	32	Intel, Ireland
5	Babcock International, Coulport	19	Liverpool Wastewater Treatment Works	33	Pfizer Pharmaceuticals
6	Akzo Nobel - Fresco Project	20	Ineos Lostock	34	Merck Sharp
7	Greenenergy, Teesside	21	Bacton Gas Terminal	35	ESB Lough Ree Power Station
8	Tata Steel, Teesside	22	British Sugar, Cantley	36	West Offaly Power Station
9	Vopak Gas Terminal	23	ESBi, Corby	37	Kinsale Energy, Inch Terminal
10	Lotte, Wilton	24	Magnox, Sizewell 'A'	38	Kinsale Energy, Alpha Platform
11	Johnson Matthey, Clitheroe	25	Magnox Bradwell/ Vinci Bradwell	39	Kinsale Energy, Bravo Platform
12	Drax Power Station	26	Magnox, Oldbury	Gd	Actavo Galway Depot
13	Vivergo Fuels	27	Dairy Crest	Cd	Actavo Cork Depot
14	Bluestar Fibres, Grimsby	28	Magnox, Berkeley		



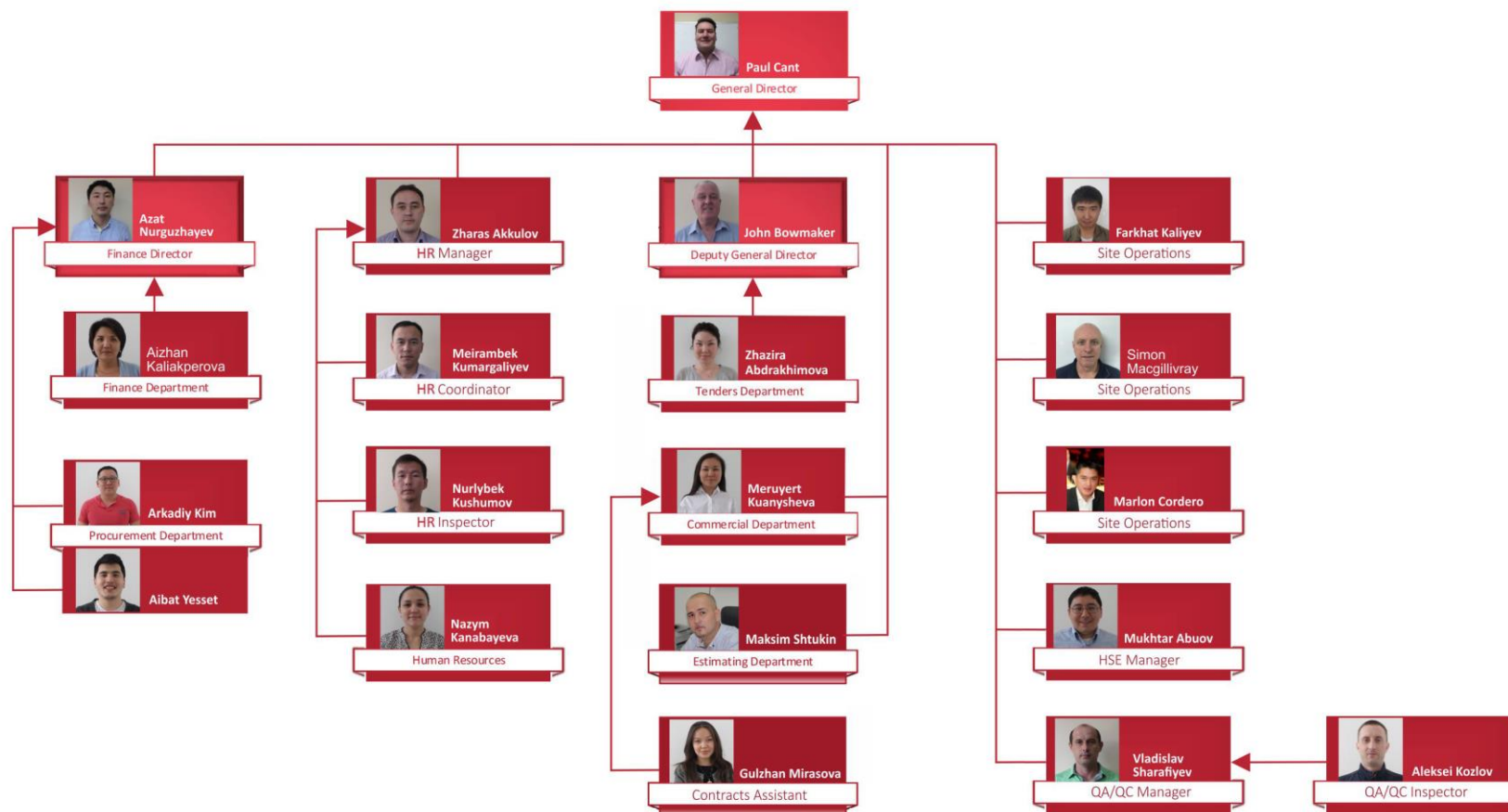
Overview - Lancaster Group

Lancaster Group is a large diversified holding company with interests in mining, industrial and infrastructure sector, oil and gas services, financial services, telecommunications and hotel business. Founded in 2003, it has gained a strong track record in selection and execution of business projects in Kazakhstan. One of the key success factors is partnering with an industrial leader to perform up to the western standards in a given industry. Examples include ErSai, JV with Italian Saipem, Sitek Caspian (with Italian Site), RTS Decaux (with French JCDecaux) and other companies.

In 2012 a joint venture between Lancaster Group and UK based Cape Plc was established forming Cape Caspian LLP. The joint venture ran until September 2015 when the Lancaster Group then signed a joint venture agreement with Deborah Services Limited forming DSL Caspian LLP and is a 50/50 joint forming venture between Lancaster Group and UK based Deborah Services Ltd, a market leader in providing world-class, multi-disciplinary industrial solutions.



DSL Caspian Organogram



Where we work - DSL Caspian



DSL Caspian – Facts & Figures

Head Office is in Atyrau.

**Regional Offices – Aktau & Aksai –
700 employees – Staff / Labour**

97% Local Content

4000 Tonne Scaffold in Region

\$1 million in equipment Asset

\$1.8 million planned asset investment

Experience



Client: NCOC

Location: Karabatan

Project Scope: Scaffolding, PFP, Rope Access, Insulation, Surface preparation.



Client: KPO

Location: Aksai

Project Scope: Scaffolding, PFP, Insulation, Surface preparation.



Client: NCPOC

Location: Offshore Island "D" Kashagan Project

Project Scope: Scaffolding, PFP, Rope Access, Insulation, Surface preparation.



Client: TCO

Location: Tengiz

Project Scope: Scaffolding, PFP, Insulation, Surface preparation

Experience



Client Name	Contract Description	Location	Discipline	Comments
Sicim	General Maintenance Works	Tengiz	Insulation, Scaffolding	Complete
ErSai	Construction Jack-Up Drilling Rig	Kuryk	Insulation, PFP, Scaffolding, Painting	Ongoing Project
ErSai	Construction EPC Offshore Modules	Kuryk	Insulation, PFP, Scaffolding, Painting	Ongoing Project
ErSai	General Maintenance Works	Karabatan	Insulation, PFP, Scaffolding, Painting, Rope Access	Ongoing Project
ErSai	General Maintenance Works	Offshore	Insulation, PFP, Scaffolding, Painting	Ongoing Project
PSNK	General Maintenance, Plant Upgrades	Karabatan	Insulation, PFP, Scaffolding, Painting, Rope Access	Ongoing Project
KCOI	General Maintenance, Plant Upgrades	Karabatan	Insulation, PFP, Scaffolding, Painting, Rope Access	Pending Confirmation

List of Projects in KAZAKHSTAN

Services

Access Solutions

Actavo - DSL Caspian, have provided access solutions for new plant construction and term maintenance on many of the UK's power stations, nuclear power, petrochemical, oil & gas and pharmaceutical sites. Actavo (UK) Limited are a member of the Engineering Construction Industry Association (ECIA).

The company has over 40 years of knowledge and experience coupled with an extensive stock of wholly owned equipment, which allows Industrial Solutions to undertake projects of any size. Through its highly experienced management team and qualified labour force the company is able to offer innovative cost effective access solutions for customers.

Within Industrial Solutions are able to offer in-house design capabilities using the latest software technology. We have designers strategically placed throughout the UK and Ireland. Through our branch network, this allows the company to offer their customers national coverage.



Use Of Layher System Scaffold

Industrial Solutions has the largest stock-holding of genuine Layher System Scaffold in the UK with nearly 30 branches holding a complete range of Layher products. This technically advanced system allows for significant productivity gains over tube and fitting scaffolds and other systems scaffolds such as Cuplok. This system

has enhanced safety through the use of purpose designed components, made to fit around irregular shapes and profiles. This system requires no ledger bracing providing the greatest possible access to work faces and allows to make speedy modifications to structures with no loose components.

DSL Caspian would also service projects with the traditional tube and fitting, and standard modular scaffolding to suite client requirements.

Refractory Linings.

DSL Caspian recently secured the contract for Refractory modification to the Boilers on the NCOC Karabatan project. This project was completed within schedule, and client satisfaction.

Services

Rope Access

Actavo - DSL Caspian have developed unrivalled expertise in rope access and abseiling techniques both on and offshore. We hold a full IRATA (Industrial Rope Access Trade Association) membership and provide specialist services including:

- Fabric Inspection & Maintenance
- Structural Repairs
- Inspection / Testing of Structures
- Cleaning & Painting
- Cable pulling

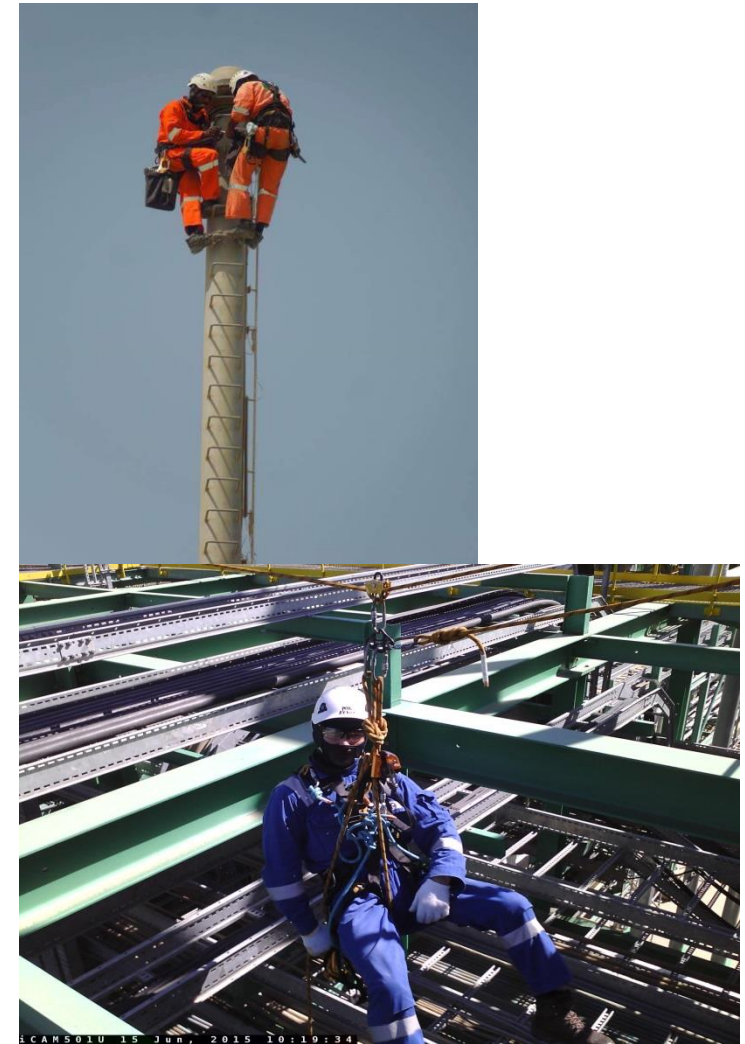
DSL Caspian have successfully completed projects both on – and offshore in Karabatan and Kachagan.

We have in-house IRATA level “3” supervision, and level “1” operatives.

DSL Caspian are planning to introduce an additional NDT service within the near future.

The benefits of utilizing Rope access are several, from cost saving on general access systems, reduced mobilization periods, and easy access to difficult locations.

Delivering Industrial Services using Rope Access techniques has been calculated to save as much as 80% of the cost of traditional delivery (source: IRATA). This demonstrates the potential advantages of using rope access. In addition, this method of working has a proven safety record, reduces ground level obstructions and avoids equipment being located in areas where work is not taking place.





Services

Industrial Cleaning

Actavo – DSL Caspian provides onshore and offshore cleaning and decontamination services, supporting a blue-chip client base principally in the oil and gas, petrochemical, heavy industry,



manufacturing and pharmaceutical sectors. we use a wide range of safe Industrial Cleaning techniques such as: high pressure water jetting, high airflow vacuum services and chemical decontamination processes.

Insulation

Actavo - DSL Caspian is a long established member of the Thermal Insulation Contractors Association (TICA). Industrial Services offers insulation solutions on many of the UK's power stations, nuclear power, petrochemical, oil & gas and pharmaceutical sites. Covering the full spectrum of thermal, cryogenic and acoustic insulation and applications, great importance is placed on maintaining and developing strong technical and commercial links with primary manufacturers and suppliers. We continually review new products and applications to improve quality, cost



effectiveness, and alternative methods of installation. A full range of insulation applications is offered, including mineral fibres, cellular glass, calcium silicate, polyurethane and phenolic foams. Cladding materials such stainless steel, aludip, aluzinc, galvanised mild steel and alternative finishes including PIB, Canvas and glass cloths are also offered.

Asbestos Removal

Actavo - DSL Caspian have held an Asbestos Removal license for almost 30 years. The Company continues to work closely with the Health and Safety Executive. All of the Industrial Services Division's Asbestos Removal Operatives receive annual refresher training and the company continues a strong link with the TICA's Asbestos Control and Abatement Division (ACAD). Projects of all sizes have been undertaken spanning all types of industry across the UK and Ireland.

Legislation in the asbestos removal area is constantly under review. Our management, safety advisers and operatives continue to comply with the high standards set out by the current regulations. As legislation changes our procedures, operative's handbooks and method statements are updated. Each stage of a project is meticulously controlled from the initial survey to removal and disposal of asbestos contaminated materials.



Services



Passive Fire Protection

Specialising in hydrocarbon fire protection, areas of operation include structural steelwork, vessels, tanks and spheres for either new construction or maintenance works for power stations, nuclear power, petrochemical, oil & gas and pharmaceutical



sites. A variety of fire protection services are available including fire seals and general penetration work utilising a variety of industry standard materials and specifications. The company is a licensed UK applicator for the major cementitious and epoxy hydrocarbon fire systems. We are licensed for the Promat Fendolite, International Chartek, PPG Pitt-Char and Leigh's M90 Systems

Protective Coatings

Actavo - DSL Caspian specialises in applying Protective Coatings for industrial clients, particularly on long-term maintenance contracts and large construction sites across the UK and Ireland. Work is also carried out on demanding decorative painting projects where the technical expertise of the company can be utilised. Among the services offered are:-

- Shot Blasting
- Specialist Decorative Painting
- Industrial Painting
- Intumescent Fire Protection
- High Temperature Coatings
- Metal Spraying



Additional Services



DSL Caspian are in process with the expansion of our Caspian industrial services to cover the below systems.

Full procurement service to cover all of our project trade requirements.

FBE Coating systems, including field joints.

Thermal Spray systems including hi velocity electric arc.

We are in detailed discussion with suppliers of equipment and materials.

Management systems



bsi.

Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2004

This is to certify that:
Deborah Services Ltd
Unit C,
Cedar Court Office Park,
Denby Dale Road,
Caldar Grove,
Wakefield
WF4 3QZ
United Kingdom

Holds Certificate Number: EMS 538870

and operates an Environmental Management System which complies with the requirements of ISO 14001:2004 for the following scope:

Administrative support services for the company.

For and on behalf of BSI:

Gary Fenton, Global Assurance Director

Originally registered: 27/11/2008

Latest issue: 21/07/2014

Expiry Date: 19/09/2017

Page: 1 of 1



making excellence a habit™

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Information and Contact: BSI, Kitemark Court, Davy Avenue, Watlington, Oxfordshire OX3 9BP. Tel: +44 (0)1235 5000
BSI Assurance UK Limited, registered in England under number 760321 at 389 Chiswick High Road, London W4 4AL, UK.
A Member of the BSI Group of Companies.



By Royal Charter



THE INTERNATIONAL CERTIFICATION NETWORK

CERTIFICATE

IQNet and
CISQ/RINA

hereby certify that the organisation

DSL CASPIAN LLP

ATYRAU ABAYA 12A ALMATY KAZAKHSTAN

has implemented and maintains a

Quality Management System

which fulfills the requirements of the following standard

ISO 9001:2008

in the following operative units

ATYRAU ABAYA 12A ALMATY KAZAKHSTAN

for the following field of activities

PROVISION OF INDUSTRIAL SERVICES SUCH AS, INSULATION, ABRASIVE BLASTING, PROTECTIVE COATING, PASSIVE FIRE PROTECTION, ERECTION, DISMANTLING AND SERVICING OF ACCESS SCAFFOLDING, PROVISION OF OFFSHORE PERSONNEL

Registration Number: **IT-95938**

First issue: 2014-11-10 Current issue: 2015-09-23 Expiry Date: 2017-11-09

The status of validity of the certificate can be verified at <http://www.cisq.com> or by e-mail to fedcisq@cisq.com



Michael Drechsel
Michael Drechsel
President of IQNET



Ing. Claudio Provetti
Ing. Claudio Provetti
President of CISQ

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* The list of IQNet partners is valid at the time of issue of this certificate. Updated information is available under www.iqnet-certification.com



CERTIFICATO N. **31404/14/AN**
CERTIFICATE No.

SI CERTIFICA CHE IL SISTEMA DI GESTIONE PER LA QUALITÀ DI
IT IS HEREBY CERTIFIED THAT THE QUALITY MANAGEMENT SYSTEM OF

DSL CASPIAN LLP

ATYRAU ABAYA 12A ALMATY KAZAKHSTAN

NELLE SEGUENTI UNITÀ OPERATIVE / IN THE FOLLOWING OPERATIONAL UNITS

ATYRAU ABAYA 12A ALMATY KAZAKHSTAN

E CONFORME ALLA NORMA / IS IN COMPLIANCE WITH THE STANDARD
ISO 9001:2008

PER I SEGUENTI CAMPI DI ATTIVITÀ / FOR THE FOLLOWING FIELD(S) OF ACTIVITIES

PROVISION OF INDUSTRIAL SERVICES SUCH AS, INSULATION, ABRASIVE BLASTING, PROTECTIVE COATING, PASSIVE FIRE PROTECTION, ERECTION, DISMANTLING AND SERVICING OF ACCESS SCAFFOLDING, PROVISION OF OFFSHORE PERSONNEL

La validità del presente certificato è subordinata a sorveglianza periodica annuale / L'annualità del presente certificato è subordinata a sorveglianza periodica annuale
The validity of this certificate is dependent on an annual / six monthly audit and on a complete review, every three years, of the management system
L'uso e la validità del presente certificato sono soggetti al rispetto del documento RINA. Il presente documento è parte integrante del certificato di Qualità Management System.
The use and validity of this certificate are subject to compliance with the RINA Document. (Rules for the certification of Quality Management Systems)

Prima emissione: 10.11.2014
Emissione corrente: 23.09.2015
Data scadenza: 09.11.2017

Andrea Turco
Andrea Turco
Caspien Area Manager
Andrea Turco
RINA Services S.p.A.
Via Corsica 12 - 16129 Genova Italy



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IQNet

www.iqnet-certification.com

IQNet, the association of the world's first class certification bodies, is the largest provider of management system certification in the world. IQNet is composed of more than 30 bodies and covers over 150 standards all over the globe.

Per informazioni sulla validità del certificato, visitare il sito www.rina.org

Per informazioni concernenti la validità del certificato, visitare il sito www.rina.org

Richiedi al Manuale della Qualità, per i dettagli delle procedure di revisione della norma.

Reference is to be made to the Quality Manual for details regarding the certification from the requirements of the standard.

EA 17

CISQ è la Federazione Italiana di Organismi di Certificazione del sistema di gestione aziendale. CISQ is the Italian Federation of management system Certification Bodies.



www.cisq.com

Safety

Actavo is justifiably proud of its achievements in Health and Safety through the development of our Integrated SHEQ management system. The system is designed to enable line management to fulfil their roles in SHEQ (Safety, Health, Environmental, Quality and Training) by making each and every person in our team accountable for their own and others Health and Safety. This creates an improved culture throughout the business from the behavioural changes in the attitude of our team towards SHEQ.

We hold safety as a value, not a priority, because priorities change, values don't. The ultimate responsibility for SHEQ lies with the CEO who ensures it is given equal priority with other major business issues. The implementation of the policy and the safety management system is a line management responsibility and will involve the participation of all employees within the company.

We continually review our SHEQ strategies and constantly look for new innovative ideas to improve our management system. Objectives and Targets re established annually and reviewed monthly to establish their status. Information is fed back into the company so all employees are aware, thus creating an environment built upon trust and respect, and whereby everyone is an equal partner in the company.

Actavo is certified to OHSAS 18001:2007, the internationally recognised certification for occupational health and safety management systems. This certification demonstrates DSL's commitment to health and safety and the well-being in the workplace

Our Environmental System is certified to ISO140001:2004.



Kazakh Content Plan



Kazakhstani Content Plan (KCP) Objective



The objective of this plan is to define at high level DSL Caspian's strategic objectives with regard to ensuring that DSL Caspian's Kazakhstani content commitments are achieved or exceeded. This document presents an overview of DSL Caspian's commitment to Kazakhstani content and the development of local manpower, contractors and suppliers.

OVERVIEW

DSL Caspian is totally committed to Kazakhstan and ensuring Kazakhstani Content through its procurement, social, employee hiring, development and training policies, procedures and practices.

DSL Caspian is a 50% Kazakh Company and employs 97% Kazakh workforce.

Our philosophy is to constantly strive to increase and develop our local content through recruitment, employee development, training, technology transfer and investment.

The growth of our business in Kazakhstan and our growth in Kazakhstani content is testimony to the success of this.

Kazakhstani Content - Key Strategic Objectives



DSL Caspian is committed to increasing local content and to promoting nationalization in all the regions in which we operate. We have consistently demonstrated such a commitment in Kazakhstan, to our Clients and to the people we employ and work with.

There are three main target areas of our Kazakhstani content program:

- Maximization of employment of national personnel
- Training and development of national personnel
- Utilization of local suppliers, subcontractors and partners

In all areas in which we operate, we undertake the development of local content utilizing a structured and phased approach. It is our strategy to nationalize our workforce and suppliers as a gradual process in alignment with the demands of our Clients, and the supply of national workforce and suppliers available in the local market.

In particular, DSL Caspian places great emphasis on recruitment, training and development of national employees in all the locations in which it operates. This is one of our key strategic goals, as it provides the following direct benefits:

- Reduction of costs for our Clients
- Demonstration of commitment to the countries in which we operate
- A commitment to employment of nationals assists in enabling us to bring in expatriates for positions which cannot be filled by national personnel due to lack of or insufficient skills in the local workforce
- It provides for greater respect in the communities in which we operate for our own Company and for our Clients.

Kazakhstani Content Culture



A strong company culture is a very important part of DSL Caspian's business and the attitude of existing and new personnel in or joining the company.

DSL Caspian has three key cornerstones which form the foundation of our company: Kazakh Personnel Development, Kazakh Content Development in Service providers, 'Grow from within'

Kazakh Personnel Development

DSL Caspian's policy is to focus on hiring local Kazakh engineering, management and craft personnel. Kazakhstan has a very highly educated, trained and motivated labour pool that is keen to embrace new technological and management procedures. The focus for developing and growing the company is to employ personnel from this labour pool as part of the company's foundation strategy. This is achieved using the following strategies:

1. Increase the number of national citizens employed by DSL Caspian.
2. Actively source qualified and skilled national employees
3. Co-operate with local educational establishments and institutes to find employment for qualified graduates
4. Promote training of nationals in each region in which we operate.
5. Train our own personnel, utilizing specialized training providers, "on the job" training and mentoring, and arranging training courses overseas.
6. Co-operate with our Clients to organize training for national personnel on secondment to our Clients
7. To provide funds and resources for education and training of local citizens.

Kazakhstani Content Culture



Kazakh Content Development in Service providers

DSL Caspian utilizes sub-contractors and service providers to assist it in specialist areas. Where technical, safety, quality and cost requirements are met; DSL Caspian utilizes Kazakh subcontractors and service providers. Sometimes, services of a sufficiently satisfactory quality are not available on the local market or a highly specialized service is required and a foreign subcontractor / service provider is used.

In this situation the culture and philosophy of Kazakh Content Development is passed down to our potential sub-contractors. Checks and balances are put in place to ensure all suppliers either meet or beat the DSL Caspian Kazakh content requirement. The procurement and contracts department review this as part of the tender process.

“Grow from within”

The key to a long term loyal workforce is of course to treat personnel properly and in a fair manner . The company policy of “growing from within” means that if a position becomes available within the company, our first action is to review and identify if there is anybody within the company who could immediately take over this position or alternatively is there anybody who with further training in a reasonable timeframe could possibly take on this position.

This policy of “growing from within” prompts management to ensure that all employees are aware of the potential abilities of the personnel working for them and develop these abilities in an effort to ensure that “growth from within” can be achieved as much as is reasonably possible.

DSL Caspian's Kazakhstani Content recent commitments



DSL Caspian has invested a substantial amount of resource and money into Kazakhstan and has a history of employing, training and developing national personnel. Here are some statistics, which substantiate this statement.

- Management and support staff is over 90% national
- DSL Caspian has successfully trained significant numbers of local tradesmen, who have subsequently been successful utilized on major projects.
- We have also re-trained personnel to give them additional skills and have successfully moved personnel from one function to another on the same project.

KCP - General Statement of Intent



Statement of Intent

As already outlined in this document, DSL Caspian is totally committed to maximizing local content and will transfer this culture in our future business development and growth.

DSL Caspian is 100% committed to maximizing local content in all contracts.

Local Content in Business Services provision

We intend to achieve growth and development in the use of local manpower during the term of the contract, using the following means:

Utilization of existing national manpower resource, who have demonstrated attitude and potential for development

Collaborate with our clients in utilizing DSL Caspian's expatriate personnel to train and mentor local personnel

Include mentoring of national personnel as high-priority KPI for expatriate personnel

Have national and expatriate personnel working closely together in specific disciplines

Collaborate with our clients in providing training programs for local personnel, in collaboration with a range of specialized training providers

Targeted recruitment campaigns throughout the lifespan of the contract

Collaborate with our clients to ensure retention of skilled and experienced national personnel by:

- ✓ Ensuring compensation packages are competitive
- ✓ Providing social benefits, such as medical insurance
- ✓ Providing a safe, healthy and friendly work environment
- ✓ Potentially providing incentive and retention bonus schemes

Our plan will be developed to collaborate with our clients to maximize Kazakh manpower, wherever possible, as well as to replace expatriate personnel.

We propose to try to source national personnel wherever possible, subject to the scope of activities and competency requirements of the positions.

KCP - General Statement of Intent

Knowledge transfer and training

As noted above, one of the key elements of our Nationalization Program is the implementation of a technology and knowledge transfer program through mentoring and training of local personnel by Non-National Personnel and it is essential that we work closely with our clients in identifying opportunities for the replacement of non-national with national personnel.

We believe that it is important that expatriate personnel are tasked with mentoring and transferring knowledge to local personnel.

We would utilize non-national personnel to work closely alongside National Personnel, so that national personnel can learn effectively from them and implement measures to prevent language barriers in the transfer of knowledge. This would be achieved as follows:

- Utilize Russian speaking non-national personnel (i.e. from Eastern Europe or the CIS)
- Encourage non-national personnel to learn the Russian language
- Assist with English language training for national personnel.

Training programs for national personnel would be implemented to compliment the mentoring by non-national personnel.

We have successfully utilized non-national personnel to mentor and transfer knowledge and technology to nationals on past contracts.

DSL Caspian has an operating local manpower content level of 97%. All of DSL Caspian's regional and site offices are staffed by predominantly national employees. The ratio of local employees, amongst our own overhead staff, is 93%. Furthermore, DSL Caspian's nationalization programs have developed to the extent where national employees have been sent to work on projects in other countries.

KCP - General Statement of Intent



Local Content in Management and Leadership Skill Development

As already noted, DSL Caspian has developed its own management to a level where it is operating at 93% local content. We would implement a specific program to develop management and leaders on this contract.

Specialist management skills require development and we would identify suitable leadership candidates early and agree a career path with strong candidates showing them the opportunities and possibilities.

DSL Caspian intends to identify through employee assessment forms suitable candidates for management training. These people are taken to an internal interview where career paths are mapped and improvement opportunities mapped for the employee. They are then over a period of time involved in setting out works, manpower management and typical management duties required proportional to the position the candidate is starting from.

KCP - General Statement of Intent



Local Content in Suppliers and Subcontractors

We have already outlined DSL Caspian's historic commitment to utilizing local suppliers and subcontractors, and provided some statistics as evidence of this. We are fully committed, wherever possible, to utilizing local subcontractors and suppliers in the execution of activities.

It is anticipated that DSL Caspian would itself perform the majority of future scopes of work. In the event that Subcontractors are required, specialist contractors which we use will be audited in house by our contracts and procurement department prior to any tender documentation being issued or orders being placed. Preference would be given to Kazakhstani subcontractors, provided technical, quality and safety and cost requirements are met.

KCP - General Statement of Intent



Review, alignment and communication with our Clients

DSL Caspian recognizes that it is essential to review, discuss and agree the KCP with our Clients, prior to implementation, to ensure both parties are aligned in their expectation of the KCP.

DSL Caspian would comply with all reporting requirements as stipulated by our Clients.

We believe that regular and effective communication with our Client is essential for the successful provision of the services, and we believe that KPI reporting and other metrics, as well as regular review meetings of all aspects of the contract, including and in particular Kazakhstani content are important parts of this process.

Innovation

At Actavo - DSL Caspian we seek to innovate wherever possible for three key reasons:

- To create safer working environments for our staff, customers and the general public
- To maximise productivity and thus add value to our clients
- To simplify tasks and create efficiencies, again adding value to our clients

The following are examples of innovation in use in DSL today:

- Layher scaffolding
- Inflatable enclosures
- Real-time performance tracking
- Biometrics
- Mobile Apps
- Scaffold Inspection
- Lone Worker solution
- Drones

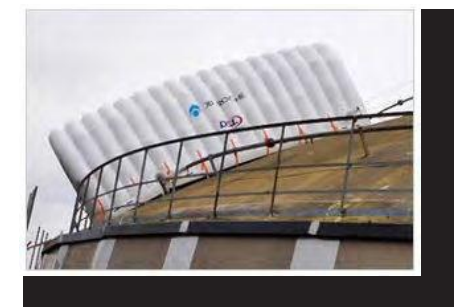
Layher Systems Scaffolding

The Layher system is the safest and most productive system scaffold on the market today and we would be pleased to arrange product demonstrations should you require.

Actavo - DSL Caspian are the largest stockholder of Layher in the UK and use this system to provide safety and client value across the oil and gas, marine, power and nuclear sectors.

Inflatable Enclosures

Inflatable enclosures enable significant productivity gains to be made, with erection times of several hours instead of several days, reduced equipment costs and the ability to control the working environment in order that protective coatings may be applied, despite any external weather conditions.



Performance Tracking

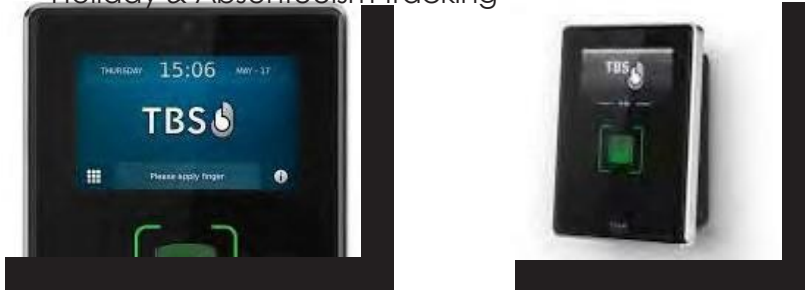
- Work tracking system to capture work status daily
- Automated reporting of KPIs
- Site performance available each morning for previous day, By Project, Discipline, Supervisor, Date
- Tools to allow better planning & decision making



Innovation

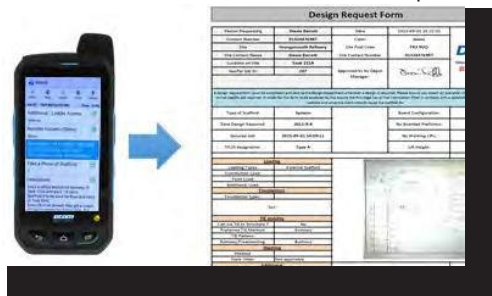
Biometrics

- Time & Attendance system
- Accurate tracking of work start & finish times
- Auto transfer of data to payroll
- Tracking of all employees on site
- Holiday & Absenteeism tracking



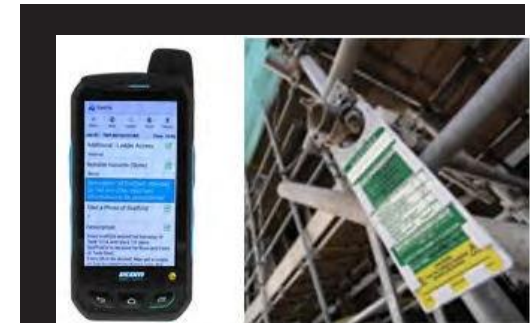
Bespoke Apps

- Ability to create apps using Atex Zone 1/2 devices to replace manual forms
- Capture information at work-face or at source
- Automated tracking and reporting of key information
- Easily customisable to meet site requirements



Scaffold Inspection System

- Automated process using hand-held devices
- Automated on hire / off hire alerts
- Real-time feedback direct to source
- Automated inspection alerts
- Paperless process



Lone Worker

- Detects a person-down event when an employee is motionless.
- Senses if a worker trips, slips or falls, then triggers an alarm.
- Identifies when a team member misses a scheduled confirmation.
- Generates instant visible and audible alarm and alerts monitoring personnel.



Innovation



Continuous Improvement

It isn't just our selection of products that enable us to provide client value, it's a whole philosophy of continuous improvement within our business, whether this is our use of IT Systems to measure productivity output, or through the use of Day in the Life Studies (DILS), when we look closely at the time each of our operatives spends at the work face, we are constantly seeking better ways of doing things and adding client value.



