




The Spirit of TTS

August 2010



TTS



When the company was founded
in 1966 TTS stood for Total
Transportation Systems.
Today, TTS is better represented as
Total Technology Solutions.

1.0 TTS Vision and Strategy

1.1 Vision

To be the preferred global supplier of material handling and drilling equipment to the maritime and energy industries, on a sound financial basis.

Our vision means that we have to be close to the customer so as to be in a position to receive **"the first and last call."**

Definitions

Preferred supplier

The supplier that customers naturally turn to when they have a project. TTS will not necessarily be the largest supplier, but will be a leading presence with a solid reputation and a natural candidate for any relevant maker's list.

Global

Open to operate on all continents, and currently present in many geographical markets.

Material handling equipment

Material handling equipment comprises cargo access and cargo handling onboard ships and offshore, in addition to onshore terminals and port terminals. It further includes handling equipment for heavy loads and for building and moving ships or ship sections and onshore and offshore rigs.

Drilling equipment

High performance drilling equipment and rig packages supplied to the international energy industry, onshore and offshore.

Profitable basis

Meets our owners' requirement for return on capital investments.

First and last call

The first call: The customer invites TTS to participate in a project with solutions and basic design.

The last call: As a preferred supplier, we are asked to participate if we can match price and specifications.

1.2 Business Mission

TTS is a global corporation that develops, markets and supplies complete material handling and drilling equipment systems for shipowners, terminal operators, oil and gas companies and the international energy industry, that meet markets requirements and expectations, and contribute toward increasing our client's productivity and profitability.


TTS's resources are focused on design and engineering in addition to purchasing, project management, assembly, testing and training. Aftersales and services are business areas of very high priority.

1.3 Strategy

1.3.1 Success factors

Our vision is to become the preferred supplier in our business. The feedback we get from customers indicates that our main success factors are:

- Confidence and reliability
- Problem-solving ability
- Competence in providing technical solutions
- Price
- Operating cost
- Quality
- Response time
- Service network
- Flexibility
- Branding and reference list

The background is a solid teal color. Overlaid on this are several thick, curved, overlapping lines in various colors: yellow, light blue, orange, grey, and white. These lines flow from the top left towards the bottom right, creating a sense of motion and depth. The lines vary in thickness and opacity, with some appearing more prominent than others.

We build confidence by ensuring quality for end-users, smooth installation and efficient startup.

In order to be in a competitive position TTS must have a competitive cost structure.

Our strengths and weaknesses vary from division to division and from product to product. For TTS to succeed in this market, our points of focus are the building of confidence and ensuring that our prices and costs are competitive.

1.4 The strategy platform

BUILDING CUSTOMER CONFIDENCE

Quality for end-users, smooth installation and efficient startup are three of the best ways to build confidence. Reliable and swift handling of guarantee claims is also needed to become the preferred supplier from the owner's point of view, hence:

- All TTS companies shall be ISO quality certified and work towards continuous improvements
- Response time shall be a maximum of 24 hours
- Customers shall always be given high priority for service and guarantee claims
- Policy of **fixing the customer's problems**
- Delivery process control and project information to customer

COST AND PRICING

Our industry bears significant price pressures. However, TTS shall not be the most aggressive price competitor.

As a general rule, all price quotations shall cover the required margins. In some cases other pricing principles may be used, for example in order to follow the competitor in a bidding process. In order to be in a competitive position, however, TTS must have a competitive cost structure.

We operate globally and in various markets. It is our common culture that makes TTS the preferred place of employment, regardless of geographies and market segments.



2.0 Company Culture

The TTS group is the result of many acquisitions. As such, a common TTS culture must embrace our strategy if we are to build a strong group that is the industry's **preferred global supplier** into the future.

BUILDING CONFIDENCE

- Available for customers anytime
- Quick to respond, service minded
- Able to solve problems and correct mistakes swiftly and professionally
- Able to make decisions in close collaboration with the customer
- Act with respect for human cultural differences

PRICE COMPETITIVENESS

- Quality and precision in all functions
- Cost consciousness
- Slim corporate structure
- Global organization, local operation
- Flexible solutions

To achieve this we need to create a group of companies where our relationships are characterised by

- Integrity
- Openness and honesty
- Loyalty
- Initiative



TTS requires its management to be
action-minded and to build confidence.

3.0 Management

To develop and sustain this corporate culture, TTS needs a management that is consistent and characterised by the following.

ACTION-MINDED

- Professional and knowledgeable of our business
- Operational attitude
- Responsibility
- Decisiveness
- Focus on execution


FOCUS ON CORPORATE OBJECTIVES

- Loyalty to corporate decisions
- Cooperative attitude
- Utilise synergies between companies
- No sub-optimisation

MOTIVATING BEHAVIOUR

- Create assignment – clarify expectations, parameters and time frames
- Create trust – encourage people to take initiative and use their judgment
- Create concern for others – give people space, establish fair systems and unite people with purpose.

TTS is committed to contributing to
the improvement of international
business standards and practices.

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4.0 Ethical guidelines

4.1 General guidelines

TTS is a global and public company and has obligations and responsibility as such. The OECD countries have made ethical guidelines for international companies. TTS supports these guidelines and is committed to contributing to the improvement of international business standards and practices, especially with regard to questions of corruption, labour relations and the global environment.

At TTS we expect the conduct of all employees, whether internally or customer-facing, to be characterised by our core values:

- Integrity
- Openness and honesty
- Loyalty
- Initiative


4.2 Conflict of interest

- At TTS we hold the interests of the company above all else. Any conflict of interest between the company and the private concerns of an employee must be made known to the management, and the employee must step aside in any related decision making.
- No current TTS employee may work for, or have a financial interest in, competing companies.
- TTS property is for business use only and not for the private use of an employee.

TTS employees in receipt of sensitive or confidential information must handle it with care and must not disclose it to any party that is not directly concerned with the business.

4.3 Relations to third parties

4.3.1 Relations to customers

- Contact with our customers shall be of a professional and trustworthy nature in order to build confidence.
 - TTS shall keep our promises to our customers and respond promptly when required.
 - TTS shall not compensate customer's individual employees with intention to gain advantage. Any doubt regarding conduct of this kind shall be forwarded to TTS management.
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4.3.2 Relations to suppliers

- TTS treats all suppliers equally, professionally and with respect.
- TTS chooses the suppliers that optimise the company's value-adding process.
- TTS employees shall not receive any undue gifts or valuables from suppliers.

4.3.3 Relations to competitors

TTS employees shall only speak of competitors professionally and with respect.

4.4 Relations to colleagues

- TTS promotes equal opportunities for employees regardless of sex, ethnic and cultural background.
- TTS employees shall be treated with respect. All employees are responsible for contributing to a working environment that is perceived as fair, open and professional.
- We are dependent on the best possible cooperation across borders, between companies and between employees. Hence TTS employees shall be open to different viewpoints, criticism and constructive input for improving the company's operations and services.



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