





#### Where we've come from?





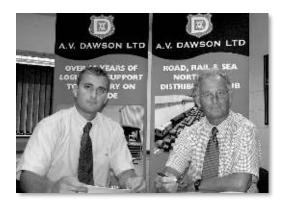












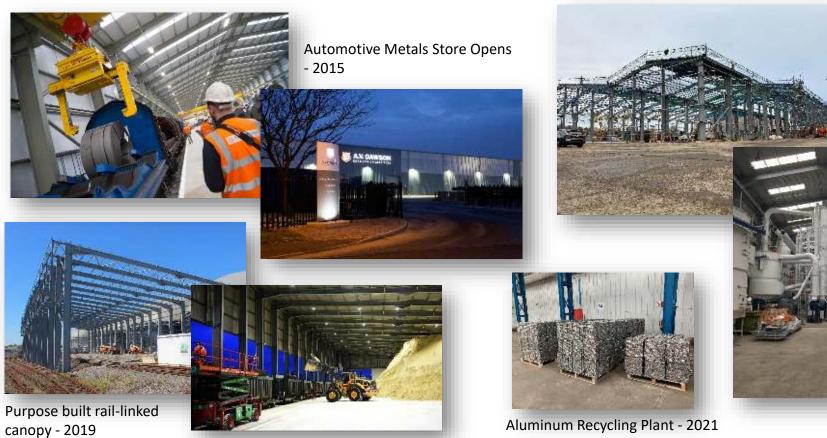


# The last 10 years – Successes



SIRF

Pellet plant -2022



## **Recent Challenges**





Quay Collapse - Jan 2019

Covid pandemic – Apr 2020 – Dec 2021



British Steel on brink of administration, putting 5,000 jobs at risk

Collapse of British Steel - May 2019





Brexit transition – Jan – Dec 2020



Third Party Crane Incident – June 2021





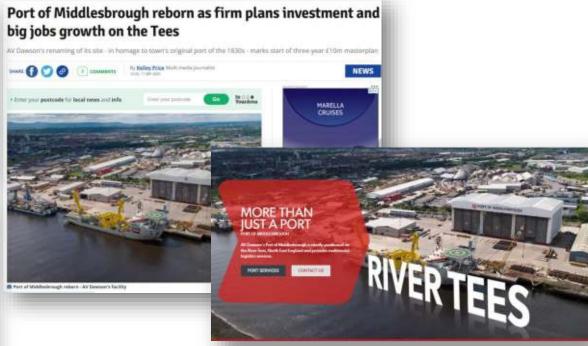


#### Where are we now?









Moved into purpose-built HQ – Feb 2022

Launch of Port of Middlesbrough – Sept 2020



















# Safety

"Acting safely and protecting the health and safety of everyone is the most crucial decision we can make."



# Integrity

"We are respectful, honest and have strong moral principles; working hard and doing the right thing."



## Family

"We work collaboratively, building strong, sustainable partnerships."

#### Resourceful

"We are ambitious, capable and committed to making it happen in the most efficient way."



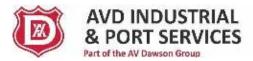




## Where are we going?







Launched Dec 2019



Launched Oct 2021



Due Oct 2022



Due Oct 2023



















# Thank you



