ETHOS ENERGY GROUP LIMITED

GROUP and COMPANY FINANCIAL STATEMENTS

FOR THE YEAR to 31 DECEMBER 2020

Company Registration Number SC454431

Directors
N Blaskoski
A Dinozzi
T Holt
J Eickholt
P Leonard

Company Secretary
I Jones

Registered Office
c/o Wood plc
15 Justice Mill Lane,
Aberdeen
AB11 6EQ

Head Office
Ethos House
Craigshaw Business Park
Craigshaw Road
Aberdeen, UK,
AB12 3QH

www.ethosenergygroup.com

Bankers
HSBC
1st Floor
141 Bothwell Street
Glasgow, UK
G2 7EQ

Independent Auditor
RSM UK Audit LLP
Chartered Accountants and registered Auditor
Centenary House
69 Wellington St
Glasgow
G2 6HG

Strategic Report
for the year to 31 December 2020

The directors present their strategic report for the Company and Group for the year to 31 December 2020.

Principal activities

Ethos Energy Group Limited is a limited liability company incorporated and domiciled in Scotland, headquartered at Ethos House, Craigshaw Business Park, Craigshaw Road, Aberdeen, AB12 3QH. The Group also has a corporate office at 3100 S Sam Houston Pkwy, E Houston, TX 77047.

EthosEnergy is a leading independent global service provider of rotating equipment services and solutions to the power, oil & gas and industrial markets. The key services include power plant engineering, procurement and construction; facility operations and maintenance; equipment repair, overhaul, upgrade and life extension; and project decommissioning.

Employing just over 3,700 people and serving customers in over 80 countries, the Group is focused on materially increasing the life cycle value of customers' assets. The business has depth and experience in asset management and long-term maintenance agreements, whilst offering transactional, factory-based parts and repair services across all industry sectors.

Results

The Group recorded an operating profit of $28.8m (before the restructuring charges of $12.1m), which compares to the operating profit of $25.8m (before the impairment charges of $42m) in the previous year. The profit after taxation of the Group for the year to 31 December 2020 amounted to $15.4m from continuing operations compared to the previous year to 31 December 2019, when the loss after taxation amounted to $25.6m.

There were no discontinued operations in either the current or prior year.

Review of business

The Group provides repair, maintenance, and overhaul services for energy assets such as gas turbines, steam turbines, generators, compressors and transformers used in the Power Generation, Industrial and Oil & Gas sectors.

In 2020 with the impacts of the COVID pandemic, Revenues were down 14% (excluding zero margin pass through). Orders were flat compared to 2019 at $1B, helped by several LTSA's and an O&M renewal. Excluding O&M, 2020 orders were down 17%. Operating profits (excluding restructure charges) were up 12% on improved contribution margins and overhead reductions. Cash flow is also up and marked the best year in the history of the Joint Venture.

During the year, there was a restructure of the business which created 'OneEthos'. This restructure resulted in the Group becoming a more focused and nimble business, allowing for greater co-ordination and teamwork to occur in order to combat the effects of the COVID-19 pandemic and to improve the performance of the Group in certain areas. This restructure has allowed the Group to become more self-reliant in terms of cash and is currently forecasting the Group to continue to reduce the reliance on finance facilities.

The Company is a holding company that provides corporate support and associated services to its members.

Strategic Report (continued)
for the year to 31 December 2020

Development and Performance of the business
The growth expected in 2021 is expected to continue to be affected by COVID however with ongoing vaccinations being issued worldwide, the markets are expected to increase in the future and this gives the directors confidence that performances and margins will continue to improve.

Principal risks and uncertainties

- Failure to deliver expected operational performance could lead to work having to be repeated or liability claims.
  The Group has detailed execution plans and quality programmes for all key contracts supported by close monitoring and reporting of progress to senior management.

- Fixed Price Contracts where inappropriate pricing, misalignment of contract terms, or failure to comply with contractual conditions could lead to poor financial performance.
  There are robust tried and tested processes and procedures in place covering the review and approval of contract pricing, the scope of the contract and the management of risk both in the tendering and execution phases of the contract which are aligned to formal delegations of authority. As part of the recent strategic review management have also taken the decision to reduce the Group's exposure to these types of contracts.

- The Group holds inventory and equipment with a view to resale or use within contracts which, if not ultimately sold, may mean that there is an overstatement in the valuation of inventory.
  The control of inventory is an integral part of the business and management monitor its components closely in conjunction with forecasts and supply lead times.

- The Shareholders currently provide financial guarantees to support some of the Group's finance facilities. If these are withdrawn, the Group may have difficulty in securing the level of finance required for the business or will have to pay higher interest rates.
  All funding requirements are monitored closely and the Group will continue to receive support from the Shareholders, including in the refinancing of the Group's finance facilities in 2021.

- The Group has some contracts where the profit is recognized subject to management estimation and assumptions, which if applied inconsistently could result in misrepresentation of contract profits and due to the geographic spread of the customer and supplier base the Group has exposure to foreign exchange risks.
  There are Group wide financial processes in place for managing risk in accounting, treasury, tax and capital expenditure backed by internal audit and quarterly and annual financial risk self-assessments. These contracts are subject to bi-annual contract review meetings. This is complimented by regular budgeting and forecasting processes.

COVID 19

The COVID-19 outbreak is still impacting the financial markets including the industries that the Group operates in however the impact is not as severe as it was in early 2020. Towards the end of 2020 a number of vaccines were approved and the process of distribution has commenced with millions of people being vaccinated every day, resulting in improvements seen in some financial markets.

During the year, the Group utilised a number of Government schemes that assisted the business including in the US where the deferral of social security payments has been used. This allowed the business to defer employer social security payments in the US during 2020, with half the deferred amounts being due in December 2021 and remaining half due in December 2022. The Group also continue to utilise assistance schemes in some countries that it operates in.

Safety and cash management during the pandemic were deemed as pivotal to the business and the actions that were performed by the Group ensured that were no spike in cases of COVID 19 in any specific office and the Group is financially in the best position in its history. The Group will continue to look for other opportunities to ensure the liquidity is maintained.

Strategic Report (continued)
for the year to 31 December 2020

Key performance indicators

Management and the directors assess the financial performance of the Group by considering revenue and operating profit as well as the cash flow generation and level of net debt. The directors are satisfied with the Group's performance to date and financial position at 31 December 2020. The KPIs used are

	2020	**2019**
	$m	$m
Revenue	744.2	901.9
Operating profit (excluding impairment & restructuring charges)	28.8	25.8
Cash inflow from operating activities (cash generated from operations less capital expenditure)	60.6	19.0
Capital expenditure	8.8	13.8
Net Debt (note 22)	46.9	97.7

Approved by the Board and signed on its behalf

A Dinozzi
Director
8 April 2021

Directors' report
for the year to 31 December 2020

The directors present their report and the audited consolidated financial statements for the year to 31 December 2020.

Results and dividends

The Group recorded a profit of $15.4m from continuing operations in the year, including restructuring charges of $12.1m, compared to a $25.6m loss in the previous reporting year (after impairment charges of $42m).

The Company made a loss excluding dividend income of $0.9m in 2020 compared to a 2019 loss excluding dividend income of $28.8m following the review of investments and write downs.

The directors do not recommend the payment of a dividend (2019: $nil).

Research & Development

The Group invests in developing new and improved technologies and in the year spent $0.1m (2019: $0.1m) on such activities. It is expected that this level of investment will continue in the forthcoming year.

Assessment of Brexit

On 31 December 2020, the UK Government passed the Brexit Trade Bill subsequently outlining the framework for trade between the EU and the UK. The key changes to the trade relationship between the UK and EU as they apply to EthosEnergy are:

- The requirement for formal customs declarations for goods moving between the UK and the EU,
- Additional documentation requirements to satisfy rules of origin in order to obtain preferential / zero rated import duty for goods moved between the EU and UK

These changes require increased administrative activities in the logistics function in order to satisfy the new regulations. Subsequently, there have been delays and increased delivery times.

Directors

Directors who served during the year and at the date of this report were as follows:

N Blaskoski	
G Brown	Resigned 20 May 2020
A Dinozzi	
T Holt	
J Eickholt	
A Johnstone	Appointed 20 May 2020 and resigned 2 November 2020
P Leonard	Appointed 2 November 2020

Company Secretary

I Jones

No director had a direct interest in the shares of the Group. (2019: nil)

The Company has made qualifying third party indemnity provisions throughout the year for the benefit of its directors. These remain in force at the date of this report.

Directors' report (continued)
for the year to 31 December 2020

Donations

During the year the Group made charitable donations of less than $0.1m (2019: $0.1m). It is the Group's policy to support charitable organisations in the communities where its businesses are located or with which employees or close relatives of employees are directly involved.

No donations were made to any registered political party nor were any political expenses incurred during either 2020 or 2019.

Employees

At 31 December 2020, employee numbers were 3,671 (2019: 4,064). The Group places a strong emphasis on engaging and supporting employees so they can perform to the best of their abilities and draw satisfaction from working in the Group. They are an integral part of the Group's ethos and help us in shaping the culture of our organisation.

Our global internal communication platform includes the EthosEnergy portal where employees can easily access information about their company and Human Resources services available to them and the Group regularly issues communications and videos providing employees with updates on the Group.

The Group Human Resource Department is responsible for promoting and implementing Group-wide best practices and the Group supports and endorses the principle of Equal Employment opportunities for all employees, applicants, contractors, vendors, and customers.

Employment of disabled persons

The Group gives full consideration to applications for employment from disabled persons where the candidate's aptitudes and skills meet the requirements of the job. The Group is committed to providing equal opportunities to disabled persons and affords them the same career development opportunities as are available to other employees.

If employees become disabled every effort is made to ensure that their employment with the Group continues and that appropriate training is arranged. It is the policy of the Group that the training, career development and promotion of a disabled person should, as far as possible, be identical to that of a person who does not suffer from a disability.

Health, safety and the environment (HS&E)

The Group strives to build and sustain a safe working environment for our employees, free from accidents or incidents. It is equally important to also build and sustain a conscious approach of becoming a responsible corporate citizen by minimizing the adverse effects which our business activities may have on the community and environment.

The Group fulfils these business values by ensuring:

- Leaders at all levels place HS&E at the top of their agenda
- Leaders implement, maintain and contribute to the improvement of the Group HS&E Management System
- Risks are routinely identified, mitigated and controlled
- Clear annual objectives are established and performance against them is measured
- It understands and complies with legislative and industry requirements
- People are trained to improve their knowledge and skills
- Incidents are monitored and investigated, with action taken to prevent recurrence
- Those who work with the Group meet our standards
- Leaders perform regular reviews of the program, historical data, and other information to develop improvements to the HS&E Management System and the workplace environment.
- Employees are involved in our HS&E program and our communications on HS&E are transparent and inclusive

Directors' report (continued)
for the year to 31 December 2020

Corporate social responsibility (CSR)

The Group is committed to being a socially responsible organisation. To achieve this, the Group adheres to the EthosEnergy beliefs that take account of the economic, social and environmental impact of all aspects of the business. People are the Group's business and their health and safety is its greatest responsibility. Taking that responsibility seriously means extending it to the communities where the Group works and where our employees live.

Our Ethos
Every Group employee strives to work abiding by Our Ethos beliefs. Our Ethos is how the Group is defined and communicates with its customers and employees. We have a one team culture. Our Ethos is defined in five elements and these are depicted as five turbine blades in our logo.

Our Ethos defined
Safety **-** creating a culture where all our people are protected from danger, risk or injury being constantly aware of the working environment, having people who always look out for each other providing our people with the knowledge, tools and training to recognize hazards, and prevent accidents.

Service Excellence **-** meeting or exceeding the expectations of our internal and external customers, the systematic approach to delivering EthosEnergy business requirements embodying a culture of innovation and continuous improvement to deliver customer value add and satisfaction over the long term.

People **-** a team that is united by a common culture and feels a sense of belonging striving to perform at the highest levels to achieve success through a shared set of beliefs sharing a mutual respect and feeling of being valued.

Financial Responsibility **–** managing our assets and risks in a productive manner that is in the best interests of the Group and customers creating value for our stakeholders by ensuring we manage our cash and costs effectively, whilst getting paid a fair price for work performed providing timely and accurate financial information.

Integrity - the quality of being honest and having strong moral principles, doing the right thing being accountable and acting in a responsible way as a Group representative displaying internal consistency and a lack of corruption.

Financial Risk management - The Company and Group borrow in different currencies and enter into forward currency contracts to manage currency risks from their operations.

Further details on financial risk management are included in note 16.

Substantial Shareholdings - The Company is ultimately 51% owned by John Wood Group PLC a company listed in the UK and 49% by Siemens Gas and Power Gmbh & Co. KG. a company listed in Germany. Certain significant decisions require unanimous consent from both shareholders and as a result no shareholder has overall control and the business is treated as a joint venture by both shareholders.

Transactions with the shareholders and their affiliates are disclosed in note 15.

Corporate Governance
The Governance of the Group is set out in a formal Operating Agreement. The Group has established its own policies and procedures as well as adopting the pre-existing processes from the shareholders where appropriate. The Group has appropriate internal controls and risk management programs which are subject to shareholder review.

The Companies (Miscellaneous Reporting) Regulations 2018 introduced new statutory reporting requirements for financial years beginning on or after 1 January 2019. Although the Group does not exceed the requirement thresholds, the directors of EthosEnergy have decided to provide a statement in the Report of the Directors stating which corporate governance code if any, EthosEnergy Group followed during the year, how it applied the code and any part of the code it did not follow.

Directors' report (continued)
for the year to 31 December 2020

For the financial year ended 31 December 2020, Ethos Energy Group Limited has chosen to report against the Wates Corporate Governance Principle for Large Private Companies, published by the Financial Reporting Council (FRC) in December 2018 and available on the FRC website (the Wates Principles). The disclosures below explain how Ethos Energy Group Limited has reported against the Wates Principles in the context of its corporate governance arrangements.

Purpose and leadership

EthosEnergy Group's purpose is established by the Board of Directors who provide governance to the CEO and the leadership team. The CEO and leadership team introduced a new strategy in 2020 and has the Board's full support to help achieve the long-term sustainable success of the business. The CEO and leadership team spend significant time on strategic development and planning and determine the leadership of the Group.

Board Composition

The Board has currently five directors, comprising the Chairman and four executive Directors. The names of the current directors and the secretary are shown on page 2.

The Board considers that the Chairman was independent on appointment and individual directors' continuing contribution to Ethos Energy Group Limited are considered at least annually.

The role of the Chairman is to lead the Board and ensure its overall effectiveness. This is distinct and separate from that of the Chief Executive Officer (CEO) who manages the business day to day.

All directors receive accurate, timely and clear information on relevant matters have access to the advice and services of the Company Secretary.

The Board is structured to ensure that the directors provide Ethos Energy Group Limited with the appropriate balance of skills, experience and knowledge as well as independence. A number of the directors have substantial experience in the industry and this experience brings various insights on how the Group should perform.

The Board monitors the commitment of the Chairman and directors and is satisfied that they are able to allocate sufficient time to enable them to discharge their duties and responsibilities effectively. Any additional external appointments require prior Board approval.

Directors' responsibilities

All directors receive guidance on their statutory duties under the Companies Act and are supported in the discharge of their duties by the Company Secretary.

The Board is the main decision-making forum for Ethos Energy Group Limited. The Board is collectively responsible for the long-term success of Ethos Energy Group Limited and the delivery of sustainable value to its shareholders. The Board's role is to provide leadership to the Group, monitoring and maintaining the consistency of the Group's activities.

The Chairman, CEO and Company Secretary are responsible for the quality and integrity of information provided to the directors. At each scheduled Board meeting the directors receive reports from the CEO, which are prepared by the CEO and the leadership team as appropriate and these members may attend certain Board meetings to provide an opportunity for the Board to engage directly with management on key issues and supports succession planning.

There are quarterly Board meetings each year where the CEO will present the Group's current financial position, as well as, at the appropriate time each year, the annual budget for the forthcoming year which will be reviewed and approved by the Board. In between these meetings the CEO is in regular contact with the Board, with calls occurring to discuss key specific matters as appropriate.

Directors' report (continued)
for the year to 31 December 2019

Opportunity and risk

The role of the Board is to promote the long-term sustainable success of Ethos Energy Group Limited.

The Group's risk strategy is informed and shaped by an understanding of the risk landscape including a range of significant risks and uncertainties in the external economic, political and regulatory environments. This strategy now also considers the impact of COVID 19 across the world and the impact it has had on all industries.

The Board regularly review and identify potential opportunities that will help create and preserve the value of the Group as well as considering any potential risks or issues that may arise which could prevent the continued success of the business.

Remuneration

Executive remuneration structures incentivise individuals to deliver sustainable performance based on strategic objectives for the Group. The approach to performance management provides clarity to employees about how their contribution links to the Group's ambition and all employees have goals set against different measures. The Group continues to ensure employees are paid fairly for the work they do, and the pay is periodically compared against the external market to ensure that they are competitive.

Stakeholders

For details of the Board's engagement with the different stakeholders see below in the S172 statement.

S172 statement

This section serves as our section 172 statement and should be read in conjunction with the Strategic report on pages 3 to 5. Section 172 of the Companies Act 2006 requires Directors to take into consideration the interests of stakeholders in their decision making. The Directors continue to have regard to the interests of the Group and Company's employees and other stakeholders, including the impact of its activities on the community, the environment and the Group's reputation, when making decisions. Acting in good faith and fairly between members, the Directors consider what is most likely to promote the success of the Company for its members in the long term.

The S172 statement looks into the key matters as noted below:

- Likely consequence of any decision in the long term
- Employee engagement (including work performed for safety for COVID)
- Stakeholder and shareholder engagement
- Community and the environment
- Impact of strategic decisions

Likely consequence of any decision in the long term

The Directors understand the business and the evolving environment in which we operate. Based on EthosEnergy's purpose 'to make energy affordable and available for everyone, everywhere', the strategy set by the Board is intended to strengthen our position as a leading Independent Service provider of rotating equipment supporting the Power Generation, Industrial and Oil and Gas sectors while keeping safety and social responsibility fundamental to our business approach.

In 2020, to help achieve its strategic ambitions, the Board refreshed our strategy to further focus on creating a more nimble and self-reliant organisation. During the year, there was a restructure of the business which created 'OneEthos'. This restructure resulted in the Group becoming more focused, allowing for greater co-ordination and teamwork to occur in order to combat the effects of the COVID-19 pandemic and to improve the performance of the Group in certain areas. This restructure has allowed the Group to become more self-reliant in terms of cash and is currently forecasting the Group to continue to reduce the reliance on finance facilities.

Given the complexity of the energy sector, the Directors have taken the decisions they believe best support EthosEnergy's strategic ambitions.

Directors' report (continued)
for the year to 31 December 2020

Employee engagement

Our employees are fundamental to the delivery of EthosEnergy's services and therefore to the long-term success of the business. It is important to develop our employees and keep them engaged and motivated. We engage with our workforce so that we can understand and address areas where we need to improve to ensure we deliver rewarding careers and retain our talented people.

During the year constant contact has been maintained by the leadership of the Group providing updates on the business performance including significant contract wins, various items in relation to the COVID-19 pandemic and recognising the crucial performance of individuals within the business.

The Group utilised an employee survey to allow the leadership of the Group to gain insight into the matters that mean most to the employees by providing them the opportunity to voice their thoughts on five key people themes: Safety and Wellbeing, Engagement, Culture, Communication and Leadership. In all aspects the responses were positive with especially high scoring in Safety and Wellbeing and Engagement. These results were shared with the employees and work is continually being performed to ensure these standards are maintained or improved.

The safety of our employees during the COVID-19 pandemic has been of upmost importance to the Group with a variety of safety protocols utilised throughout the world to ensure any potential risks were minimalised and constant contact was maintained by the Group's Health and Safety team. New safe working procedures were introduced with safe working areas ensuring employees were socially distanced and employee temperature checks were performed prior to admission to buildings/workshops.

Stakeholder and shareholder engagement

The Board regularly reviews our principal stakeholders and how we engage with them. The stakeholder voice is brought into the boardroom by regular reporting from our CEO, CFO, and Heads of HSSE (Healthy, Safety, Security & Environment), HR and Legal and the Strategic Business Unit Leaders. The company has identified 5 Ethos principles (Safety, Service Excellence, People, Financial Responsibility and Integrity), as its driving principles. The Group have identified employees, shareholders and lenders, customers and suppliers as the principal stakeholders in the business. The relevance of each stakeholder group may increase or decrease depending on the matter or issue in question, so the Board seeks to consider the needs and priorities of each stakeholder group during its discussions and as part of its decision making.

The Group understands the importance that our shareholders have confidence in the Group, how it is managed in its strategic objectives to ensure the Group has a stable and long term performance for the shareholders. Details of the work performed by the leadership of the Group in relation to shareholder engagement can be located within the Corporate Governance section above.

The Executive Leadership team and other employees are in regular contact with the lenders to the Group, ensuring they are provided with the up to date financial performance and there are opportunities to discuss any specific areas. This includes any recent meetings with regards to the renewal of the bank facilities for the Group until July 2022.

The Group's long-term success is underpinned by our customers and the delivery of predictable project outcomes that are aligned to our customers' requirements. To deliver a great service, we listen to our customers to make sure we are leveraging the full capabilities of our organisation, our global reach and technical depth. This insight from customer engagement helps to inform the Group's operational, business development and long-term strategic direction.

This has become more apparent during the 'OneEthos' restructure of the business during the year, which allowed us to fully educate our customers on all the different types of services the Group can provide resulting in future contracts being agreed and strengthening the relationships with these customers.

Directors' report (continued)
for the year to 31 December 2020

EthosEnergy also recognise the key role suppliers play in ensuring that EthosEnergy provide a high-quality service to their customers and the Group aims to maintain the strong relationships with their suppliers. The 'OneEthos' restructure has helped to build on these relationships with focused targets being provided by supply chain and understanding the full range of services that can be provided by our suppliers.

During the COVID-19 pandemic, EthosEnergy worked closely with both its customers and suppliers to ensure services were still continually being provided when it was possible. This involved maintaining regular contact with customers and suppliers, making special arrangements to ensure safety protocols were being followed and ensured that there were no significant delays to work being performed where it was possible. This regular contact and close working with both customers and suppliers has helped to maintain the strong relations, which the Group look to develop even further in the future.

Community and the Environment

EthosEnergy as a large organisation recognises its duty to help both the community and the environment across the various locations the Group operates in. The Group has considered the positive actions it can perform in order to benefits these stakeholders and is continually challenging itself to make energy affordable and available for everyone.

Due to the pandemic, the environmental and community work carried out by Ethos and its employees have been restricted compared to previous years however there were donations to various local charities throughout the world to help combat poverty and to assist in the education of school children. There was also assistance provided to help create face visor frames for key workers in certain regions and employees took part in an event run that helps support local children advocacy centres designed to end child abuse.

In 2021, the Group will have in place an Environmental, Social and Governance (ESG) framework which is to build growth, financial sustainability and deliver long-term value through effective engagement with all stakeholders including the community and environment.

Some aspects of this framework have already been introduced including the Inclusion and Diversity Council which was introduced in 2020 and is responsible for enforcing the equal opportunities policy within EthosEnergy ensuring all employees are treated in a fair and consistent manner and not to discriminate unlawfully. The Group have also worked with various customers to upgrade the customer's assets in order to reduce the carbon emissions produced and to support customers with reliable low carbon power generation.

The new framework will include various other aspects including environmental risk management, waste minimalization plans, carbon footprint and energy efficiency programs and details will be collated and reviewed to understand where EthosEnergy is performing well and where the Group can improve.

Impact of Strategic decisions

As mentioned previously, during the year there was a restructure of the business called 'OneEthos' and details of the impact of this restructure can be located above. This allowed for the leadership of the Group to be transformed with new appointments at senior levels to bring in talent and expertise that will benefit both the short and long term success of the business.

The 'OneEthos' restructure introduced the employee survey and was used to understand the key areas to the employees and to highlight where the business is performing well and where improvements can be made according to the employees.

The survey results created a review of the goal setting procedures utilised within the Group and highlighted changes to be made to help develop our talented workforce to ensure high standards are always maintained and for employees to feel progression within their roles. This in turn generates greater accountability across the business as the entire workforce are driving towards the same overall goals.

Directors' report (continued)
for the year to 31 December 2020

Streamlined Energy and Carbon Reporting (SECR)

From April 2019, Streamlined Energy and Carbon Reporting (SECR) came into effect and is a new mandatory energy and carbon reporting scheme for larger companies within the United Kingdom. EthosEnergy Group meets the definition of a 'large' consolidated group and therefore should apply the new guidelines. However, as a stand-alone company EthosEnergy Group does not meet the relevant criteria and none of the UK subsidiaries singularly meet the criteria. As none of the UK entities qualify at an individual level, the Group are exempt for further disclosures.

Statement as to disclosure of information to auditor

The directors who were members of the Board at the time of approving this report are listed on page 2. Having made enquiries of fellow directors and of the Group's auditors, each of these directors confirms that:

- to the best of each directors' knowledge and belief, there is no information (that is, information needed by the Group's auditors in connection with conducting the audit) of which the Group's auditor is unaware, and

- each director has taken all the steps a director might reasonably be expected to have taken to be aware of relevant audit information and to establish that the Group's auditor is aware of that information.

Going Concern
The Group meets its working capital requirements through its bank facilities, including the Group's Revolving Credit Facility which is up for renewal in July 2022.

The Group monitors its funding position throughout the year to ensure it has access to sufficient funds to meet its forecast cash requirements by regularly producing forecasts to give management's best estimates of forward liquidity, leverage and forecast covenant compliance.

The Directors have prepared forecasts which take into consideration the impacts of COVID-19 on the Group's trading performance in 2020 and the potential effects it will have on the Group in the future.

Accordingly, the financial statements have been prepared on a going concern basis under the historical cost convention as modified by the revaluation of financial assets and liabilities at fair value through the income statement.

Future Developments
While markets remain challenging, the Group has continued to secure additional backlog work for 2021 and further success is expected with increasing demand for our services.

Independent auditors

During 2020, the Group appointed RSM UK Audit LLP as the Group auditors for the financial year 2020.

The auditor, RSM UK Audit LLP, has indicated their willingness to continue in office and a resolution concerning their re-appointment will be proposed.

Approved by the board and signed on its behalf

A Dinozzi
Director
8 April 2021

Statement of directors' responsibilities in respect of the financial statements
for the year to 31 December 2020

The directors are responsible for preparing the Strategic Report, Directors' Report and the financial statements in accordance with applicable law and regulation.
Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the group financial statements in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006 and company financial statements in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and company and of the profit or loss of the group and company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable international accounting standards in conformity with the requirements of the Companies Act 2006 have been followed for the group financial statements and international accounting standards in conformity with the requirements of the Companies Act 2006 have been followed for the company financial statements, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and company and enable them to ensure that the financial statements comply with the Companies Act 2006.
The directors are also responsible for safeguarding the assets of the group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the board and signed on its behalf

A Dinozzi
Director
8 April 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ETHOS ENERGY GROUP LIMITED

Opinion

We have audited the financial statements of Ethos Energy Group Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the consolidated income statement, consolidated statement of comprehensive income, consolidated and company balance sheet, consolidated and company statement of changes in equity, consolidated and company cash flow statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Accounting Standards in conformity with the requirements of the Companies Act 2006 and, as regards the parent company financial statements, as applied in accordance with the provisions of the Companies Act 2006.

In our opinion:

- the financial statements give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2020 and of the group's profit for the year then ended;
- the group financial statements have been properly prepared in accordance with International Accounting Standards in conformity with the requirements of the Companies Act 2006 ;
- the parent company financial statements have been properly prepared in accordance with International Accounting Standards in conformity with the requirements of the Companies Act 2006 and as applied in accordance with the provisions of the Companies Act 2006; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the group's and parent company's ability to continue to adopt the going concern basis of accounting included: checking the integrity and accuracy of the forecasts and covenant calculations prepared by management; challenging management on the reasonableness of the assumptions made in the forecast; assessing the reasonableness of assumptions and explanations provided by management to supporting documentation, where available; stress-testing management's cashflow forecasts to assess the impact of assumptions worse than those included in management's model; and auditing the accuracy of disclosures made in the financial statements.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 14, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.
In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team and component auditors:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory frameworks that the group and parent company operates in and how the group and parent company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are international accounting standards in conformity with the requirements of the Companies Act 2006, the Companies Act 2006 and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, inspecting correspondence with local tax authorities and evaluating advice received from tax advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to health and safety, environmental policies and regulations and regional operational compliance regulations. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these laws and regulations and inspected the group and component's internal policies and procedures, internal meeting minutes and monitoring reports as well as correspondence with regulatory authorities, where applicable.

The group audit engagement team identified the risk of management override of controls and recognition of revenue as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed in relation to management override of controls included but were not limited to testing manual journal entries and other adjustments, assessing whether the judgments made in making accounting estimates are indicative of management bias and evaluating the business rationale in relation to significant, unusual transactions. Audit procedures performed in relation to recognition of revenue included but were not limited to testing the design of controls in relation to the completeness, accuracy and existence of revenue, reviewing a sample of transactions throughout the period to assess whether they were correctly recorded, including a sample specifically around year end for cut-off and testing a sample of contracts to ensure that revenue had been recognised in line with performance obligations.

All relevant laws and regulations identified at a Group level and areas susceptible to fraud that could have a material effect on the consolidated financial statements were communicated to component auditors. Any instances of non-compliance with laws and regulations identified and communicated by a component auditor were considered in our group audit approach.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: http://www.frc.org.uk/auditorsresponsibilities This description forms part of our auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Katie Morrison (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
Third floor, Centenary House
69 Wellington Street
Glasgow
G2 6HG
8 April 2021

Consolidated income statement
for the year to 31 December 2020

	Note	Year to 31 December **2020** $m	Year to 31 December **2019** $m
Revenue from contracts with customers	1	744.2	901.9
Cost of sales		(633.6)	(782.5)
Gross profit		110.6	119.4
Administrative expenses		(95.1)	(105.8)
Share of profit from joint ventures	9	13.3	12.2
Impairment & restructuring charges	5	(12.1)	(42.0)
Operating profit/(loss)		**16.7**	**(16.2)**
Finance expense	2	(5.7)	(9.0)
Finance income	2	-	-
Profit/(loss) before taxation from continuing operations	3	**11.0**	**(25.2)**
Income tax income/(expense)	4	4.4	(0.4)
Profit/(loss) for the year from continuing operations		15.4	(25.6)
Discontinued operations	5	-	-
Profit/(loss) for the year attributable to owners of the parent		**15.4**	**(25.6)**

The Company has elected to take the exemption provided under section 408 of the Companies Act 2006 not to separately present the parent company profit and loss account. The Company recorded a loss excluding dividend income of $0.9m (2019 loss excluding dividend income of $28.8m).

The notes on pages 24 to 61 are an integral part of these financial statements.

Consolidated statement of comprehensive income
for the year to 31 December 2020

	Year to December **2020** $m	Year to December **2019** $m
Profit/(Loss)for the year	15.4	(25.6)
Other comprehensive income/(expense), net of tax		
Items that will not be reclassified to profit or loss		
Re-measurement gains on retirement benefit obligations	1.1	-
Total items that will not be reclassified to profit or loss	1.1	0.0
Items that may be reclassified subsequently to profit or loss		
Exchange movements on retranslation of foreign currency net assets	6.2	(0.4)
Total items that may be reclassified subsequently to profit or loss	6.2	(0.4)
Other comprehensive income/(expense) for the year, net of tax	7.3	(0.4)
Total comprehensive income/(expense) for the year attributable to owners of the parent	**22.7**	**(26.0)**

Exchange movements on the retranslation of net assets would only be subsequently reclassified to profit or loss in the event of the disposal of a business.

The notes on pages 24 to 61 are an integral part of these financial statements.

Consolidated and Company Balance Sheets
As at 31 December 2020

		Group		Company	
		2020	2019	2020	2019
	note	$m	$m	$m	$m
Assets					
Non-current assets					
Goodwill and intangible assets	6	13.1	12.2	1.1	0.8
Property plant and equipment	7	31.5	27.6	-	-
Right of use assets	8	41.6	52.2	-	-
Investments in Group companies	9	-	-	433.6	429.0
Investments in joint ventures	9	38.2	42.4	-	-
Long term receivables		9.6	10.8	0.1	0.1
Deferred tax assets	18	28.9	20.7	-	-
		162.9	**165.9**	**434.8**	**429.9**
Current Assets					
Inventories	10	146.8	156.0	-	-
Trade and other receivables	11	206.3	253.3	1.6	-
Due from Group companies	15	-	-	11.9	28.1
Income tax receivable		9.2	12.3	1.0	0.9
Cash and cash equivalents	12	43.5	38.1	11.1	20.7
		405.8	459.7	25.6	49.7
Liabilities					
Current liabilities					
Borrowings	14	90.7	135.5	90.7	130.5
Trade and other payables	13	159.9	176.3	2.6	5.2
Lease Liabilities	8	9.9	8.3	-	-
Due to related parties	15	0.1	5.3	-	-
Due to Group companies	15	-	-	81.9	59.2
Income tax liabilities		7.2	7.2	-	-
		267.8	332.6	175.2	194.9
Net current assets (liabilities)		**138.0**	**127.1**	**(149.6)**	**(145.2)**
Non-current liabilities					
Retirement benefit obligations	25	8.9	10.9	-	-
Lease Liabilities	8	33.5	45.6	-	-
Other Long term liabilities		9.9	10.6	-	-
Provisions	17	8.7	8.7	-	-
		61.0	75.8	0.0	0.0
Net Assets		**239.9**	**217.2**	**285.2**	**284.7**
Equity attributable to owners of the parent					
Share capital	19	1.7	1.7	1.7	1.7
Share premium	20	299.5	299.5	299.5	299.5
Merger Reserve	21	262.4	262.4	262.4	262.4
Accumulated losses		(273.4)	(288.8)	(278.4)	(278.9)
Other reserves	21	(50.3)	(57.6)	-	-
		239.9	217.2	285.2	284.7
Non-controlling interests	22	-	-	-	-
Total Equity		**239.9**	**217.2**	**285.2**	**284.7**

The financial statements on pages 18 to 61 were approved by the board of directors on 8 April 2021

A Dinozzi
Director

Ethos Energy Group Limited, registered number SC 454431

Consolidated Statement of Changes in Equity
For the year to 31 December 2020

	Share Capital $m	Share Premium $m	Merger Reserve $m	Other Reserves $m	Accumulated (Losses) $m	Equity attributable to owners of the Parent $m	Non controlling Interests $m	Total Equity $m
Group								
At 1 January 2019	**1.7**	**299.5**	**262.4**	**(57.3)**	**(263.2)**	**243.1**	**0.1**	**243.2**
(Loss) for the year	-	-	-	-	(25.6)	(25.6)	-	(25.6)
Other comprehensive income/(expense):								
Re-measurement losses on retirement benefit and similar liabilities	-	-	-	-	-	-	-	-
Cash flow hedges	-	-	-	-	-	-	-	-
Exchange movements on retranslation of foreign currency net assets	-	-	-	(0.3)	-	(0.3)	(0.1)	(0.4)
Total comprehensive (expense)	0.0	0.0	0.0	(0.3)	(25.6)	(25.9)	(0.1)	(26.0)
At 31 December 2019	**1.7**	**299.5**	**262.4**	**(57.6)**	**(288.8)**	**217.2**	**(0.0)**	**217.2**
Profit for the year	-	-	-	-	15.4	15.4	-	15.4
Other comprehensive income/(expense):								
Re-measurement losses on retirement benefit and similar liabilities	-	-	-	1.1	-	1.1	-	1.1
Cash flow hedges	-	-	-	-	-	-	-	-
Exchange movements on retranslation of foreign currency net assets	-	-	-	6.2	-	6.2	-	6.2
Total comprehensive (expense)	0.0	0.0	0.0	7.3	15.4	22.7	0.0	22.7
At 31 December 2020	**1.7**	**299.5**	**262.4**	**(50.3)**	**(273.4)**	**239.9**	**(0.0)**	**239.9**

The notes on pages 24 to 61 are an integral part of these consolidated financial statements.

Company Statement of Changes in Equity
For the year to 31 December 2020

	Share Capital $m	Share Premium $m	Merger Reserve $m	Other Reserves $m	Accumulated (Losses) $m	Equity attributable to owners of the Parent $m	Non controlling Interests $m	Total Equity $m
Company								
As at 1 January 2019	**1.7**	**299.5**	**262.4**	**0.0**	**(252.8)**	**310.8**	**0.0**	**310.8**
Loss for the year	-	-	-	-	(28.8)	(28.8)	-	(28.8)
Dividends received	-	-	-	-	2.7	2.7	-	2.7
Total loss for the year	-	-	-	-	(26.1)	(26.1)	-	(26.1)
Total comprehensive (expense)	0.0	0.0	0.0	0.0	(26.1)	(26.1)	0.0	(26.1)
At 31 December 2019	**1.7**	**299.5**	**262.4**	**0.0**	**(278.9)**	**284.7**	**0.0**	**284.7**
Loss for the year	-	-	-	-	(0.8)	(0.8)	-	(0.8)
Dividends received	-	-	-	-	1.3	1.3	-	1.3
Total profit for the year	-	-	-	-	0.5	0.5	-	0.5
Total comprehensive income	0.0	0.0	0.0	0.0	0.5	0.5	0.0	0.5
At 31 December 2020	**1.7**	**299.5**	**262.4**	**0.0**	**(278.4)**	**285.2**	**0.0**	**285.2**

The notes on pages 24 to 61 are an integral part of these consolidated financial statements.

Consolidated and Company cash flow statements
For the year to 31 December 2020

		Group		Company	
		Year to December **2020**	Year to December **2019**	Year to December **2020**	Year to December **2019**
	Note	$m	$m	$m	$m
Cash generated from/(used in) operations	23	73.1	45.7	(2.7)	(24.1)
Interest paid		(3.4)	(9.0)	(1.0)	(2.6)
Tax paid		(0.3)	(3.9)	-	(1.8)
Net cash generated from/(used in) operating activities		**69.4**	**32.8**	**(3.7)**	**(28.5)**
Cash flows from investing activities					
Purchase of property plant and equipment	7	(7.2)	(10.8)	-	-
Purchase of intangible assets	6	(1.6)	(3.0)	(0.3)	(0.8)
Interest received		-	-	-	-
Investments in subsidiaries		-	-	-	-
Loans from (to) subsidiaries		-	-	34.2	9.1
Net cash (used in)/generated from investing activities		**(8.8)**	**(13.8)**	**33.9**	**8.3**
Cash flows from financing activities					
(Repayment)/Proceeds from bank loans	14	(44.8)	9.8	(39.8)	14.8
Lease payments	8	(13.0)	(9.6)	-	-
Repayments to shareholders		-	(12.8)	-	-
Net cash (used in)/generated from financing activities		**(57.8)**	**(12.6)**	**(39.8)**	**14.8**
Net increase/(decrease) in cash and cash equivalents		2.8	6.4	(9.6)	(5.4)
Effect of exchange rate changes on cash and cash equivalents		2.6	(0.5)	-	-
		5.4	**5.9**	**(9.6)**	**(5.4)**
Cash and cash equivalents at opening		38.1	32.2	20.7	26.1
Closing cash and cash equivalents	12/14	**43.5**	**38.1**	**11.1**	**20.7**

The notes on pages 24 to 61 are an integral part of these consolidated financial statements.

Notes to the financial statements
for the year to 31 December 2020

General information
The Group provides rotating equipment services to customers in the power, oil & gas, and industrial markets globally. The key services include power plant engineering, procurement and construction; facility operations and maintenance; equipment repair, overhaul, upgrade and life extension; and project decommissioning.
Details of the Group's activities during the period are provided in the Strategic Report.

Ethos Energy Group Limited is a private limited company, limited by shares, registered and domiciled in Scotland.

Basis of preparation
These financial statements have been prepared in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006 and the Companies Act 2006.

New accounting standards and interpretations not yet adopted
Certain new accounting standards and interpretations have been published that are not mandatory for 31 December 2020 reporting periods and have not been early adopted by the Group.
- For accounting periods beginning on or after 1 January 2021, there have been amendments to IAS 1 'Presentation of Financial statements', which states the overall requirements for financial statements including how they should be structured, minimum requirements for their content and the overriding concepts such as going concern, the accrual basis of accounting and the current/non-current distinction.
- IFRS 17 'Insurance contracts is effective for accounting periods beginning on or after 1 January 2023. The standard combines features of both a financial instrument and a service contract however this is only applicable to companies who have revenues generated from insurance contracts.

None of these are expected to have a material impact on the Group in the current or future periods and on foreseeable future transactions.

Going concern
The Group meets its working capital requirements through its bank facilities, including the Group's Revolving Credit Facility which is up for renewal in July 2022.

The Group monitors its funding position throughout the year to ensure it has access to sufficient funds to meet its forecast cash requirements by regularly producing forecasts to give management's best estimates of forward liquidity, leverage and forecast covenant compliance.

The Directors have prepared forecasts which take into consideration the impacts of COVID-19 on the Group's trading performance in 2020 and the potential effects it will have on the Group in the future.

Accordingly, the financial statements have been prepared on a going concern basis under the historical cost convention as modified by the revaluation of financial assets and liabilities at fair value through the income statement.

Accounting policies
The Group's accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to each year presented.

Notes to the financial statements (continued)
for the year to 31 December 2020

Basis of consolidation
The Group financial statements for the year to 31 December 2020 and to 31 December 2019 are the result of the consolidation of the financial statements of the Group's subsidiary undertakings. Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are consolidated from that date until control ceases. The Group's interests in joint ventures are accounted for using equity accounting and the Group's share of joint venture profit is included within "Share of profit from joint ventures" in the Group Income Statement and its share of joint venture net assets are in the "Investments in joint ventures" line in the Group Balance Sheet.

All Group companies apply the Group's accounting policies and prepare financial statements on 31 December.

Functional currency
The Group's, and Company's, earnings streams are primarily in US dollars and therefore the principal functional currency is the US dollar, being the most representative currency of the Company and Group. The financial statements are therefore prepared in US dollars and all values are rounded to the nearest hundred thousand ($0.1m) except where otherwise indicated.

Foreign Currencies
Statements of comprehensive income of entities whose functional currency is not the US dollar are translated into US dollars at average rates of exchange for the period and assets and liabilities are translated into US dollars at the rates of exchange ruling at the balance sheet date. Exchange differences arising on translation of net assets in such entities held at the beginning of the period, together with those differences resulting from the restatement of profits and losses from average to period end rates, are taken to the currency translation reserve.

In each individual entity, transactions in overseas currencies are translated into the relevant functional currency at the exchange rates ruling at the date of the transaction. Where more than one exchange rate is available, the appropriate rate at which assets can be readily realised and liabilities can be extinguished is used. Monetary assets and liabilities denominated in foreign currencies are retranslated at the exchange rates ruling at the balance sheet date. Any exchange differences are taken to the income statement.

Goodwill and fair value adjustments of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the exchange rate ruling at the balance sheet date.

The directors consider it appropriate to record sterling denominated equity share capital in the financial statements of Ethos Energy Group Limited at the exchange rate ruling on the date it was contributed.

Revenue recognition
Revenue comprises the fair value of the consideration specified in a contract with a customer and is stated net of sales taxes (such as VAT) and discounts. The Group recognises revenue when it transfers control over a good or service to a customer.

For contracts with performance obligations the company identifies the performance obligations in the contracts and allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; recognising revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Product sales
Revenue from product sales is recognised when the significant risks and rewards of ownership have been transferred to the buyer, which is normally at a point in time upon delivery of products and customer acceptance, unless the criteria for recognition over time is met. The criteria for revenue recognition over time for a product sale are: where the customer simultaneously receives and consumes the benefit provided by the Group's performance to date; or the Group's performance creates or enhances an asset that the customer controls as the

Notes to the financial statements (continued)
for the year to 31 December 2020

asset is created or enhanced; or both the services do not create an asset for which the Group has an alternate use and there is an enforceable right to payment for performance to date.

Cost reimbursable projects
Revenue from services is recognised as the services are rendered, including where they are based on contractual rates per man hour in respect of multi-year service contracts. Incentive performance revenue is recognised at the start of the contract but is only recognised when it is highly probable that there will not be a significant reversal in future periods.

Lump sum or fixed price contracts
Revenue on fixed price or lump sum contracts for products or services, construction contracts and fixed price long-term service agreements is recognised over time according to the stage of completion reached in the contract by measuring the proportion of costs incurred for work performed to total estimated costs. Due to the potential complexity of these contracts, this method has been deemed the most appropriate to ensure accurate reporting. Revenue in respect of variations is recognised when the variation is approved by both parties to the contract. To the extent that a change in scope has been agreed but the corresponding change in price has not been agreed then revenue is recognised only to the extent that that it is highly probable that a significant reversal of revenue will not occur.
A claim is an amount that the contractor seeks to collect from the customer as reimbursement for costs whose inclusion in the contract price is disputed, and may arise from, for example, delays caused by the customer, errors in specification or design and disputed variations in contract work. Claims are also a source of variable consideration and are included in contract revenue only to the extent that it is highly probable that a significant reversal of revenue will not occur, based on legal advice. The related contract costs are recognised in the income statement when incurred. When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised immediately.

Expected losses are recognised in full as soon as losses are probable. The net amount of costs incurred to date plus recognised profits less the sum of recognised losses and progress billings is disclosed within contract assets.

Exceptional items
Exceptional items are those items which are separately disclosed due to their size to give a more accurate understanding of the performance of the Group. Transactions which may give rise to such a disclosure include divestment of the businesses, write down or impairment of assets and investments and restructuring costs and provisions. Further details are included in note 5.

Research & Development
All research and development costs are expensed except where it can be demonstrated that development costs meet the technical and economic requirements to justify capitalisation.

Finance expense/income
Interest income and expense is recorded in the income statement in the period to which it relates. Arrangement fees in respect of the Group's borrowing facilities are amortised over the period which the Group expects the facility to be in place. Interest relating to the Group's retirement benefit scheme is also included as finance income/expense.

Goodwill
Goodwill represents the excess of the cost of predecessor accounted acquisitions over the fair value of the net assets acquired, and is carried at cost less accumulated impairment losses. Goodwill is not amortised.

Intangible assets
Other Intangible assets are carried at cost less accumulated amortisation. Intangible assets are recognised if it is probable that there will be future economic benefits attributable to the asset, the cost of the asset can be measured reliably, the asset is separately identifiable and there is control over the use of the asset. Intangible assets are amortised over their estimated useful lives, as follows:

Software	3-5 years

Notes to the financial statements (continued)
for the year to 31 December 2020

Property Plant and Equipment
Property, plant and equipment (PP&E) is stated at cost less accumulated depreciation and impairment. No depreciation is charged with respect to freehold land and assets in the course of construction.

Depreciation is calculated using the straight line method over the following estimated useful lives of the assets:

Freehold and long leasehold buildings	20-50 years
Short leasehold buildings	period of lease
Plant and equipment	3-10 years

When estimating the useful life of an asset group, the principal factors the Group takes into account are the durability of the assets, the intensity at which the assets are expected to be used and the expected rate of technological developments. Asset lives and residual values are assessed at each balance sheet date.

Investments
Investments held by the Company in Group companies are recorded at the lower of cost (less any impairment charges) or fair value. Group investments show its investment in joint ventures using equity accounting. Under equity accounting, the Group's share of its joint ventures' profits and losses after tax are shown on one line on the consolidated income statement and the Group's share of its joint ventures' net assets or liabilities are presented on the 'Investment in joint ventures' line on the consolidated balance sheet.

Impairment
The Group and Company perform impairment reviews in respect of PP&E, intangible assets and investments whenever events or changes in circumstance indicate that the carrying amount may not be recoverable. In addition, the Group carries out annual impairment reviews in respect of goodwill. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than its carrying amount.

For the purposes of impairment testing, goodwill is allocated to the appropriate Cash Generating Unit (CGU). The carrying amount of a cash-generating unit includes the carrying amount of those assets that can be attributed directly, or allocated on a reasonable and consistent basis, to the cash-generating unit and will generate the future cash inflows used in determining the cash-generating unit's value in use and does not include the carrying amount of any recognised liability, unless the recoverable amount of the cash-generating unit cannot be determined without consideration of this liability. The CGUs are aligned to the structure the Group uses to manage its business. Cash flows are discounted in determining the value in use.

Inventories
Inventories, which include materials, work in progress and finished goods and goods for resale, are stated at the lower of cost and net realisable value. Service based businesses' inventories consist of spare parts and other consumables. Serialised parts are costed using the specific identification method and other materials are generally costed using the first in, first out method. Product based businesses determine cost by weighted average cost methods using standard costing to gather material, labour and overhead costs. These costs are adjusted, where appropriate, to correlate closely the standard costs to the actual costs incurred based on variance analysis.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and estimated selling expenses. Allowance is made for obsolete and slow-moving items, based upon actual and projected usage.

Cash and cash equivalents
Cash and cash equivalents include cash in hand and other short-term bank deposits with maturities of three months or less. Bank overdrafts are included within borrowings in current liabilities. Where the Group uses pooling arrangements with a right of set-off, overdrafts and cash are netted and included in the appropriate category depending on the net position of the pool.

Notes to the financial statements (continued)
for the year to 31 December 2020

Trade receivables
Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.
The Group applies the simplified approach to measuring expected credit losses which is based on a lifetime expected loss allowance (ECL) for trade receivables and gross amounts due from customers. ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. Evidence that a financial asset is credit-impaired includes a customer being in significant financial difficulty or a breach of contract such as a default. The gross carrying amount of a financial asset is written off when the Group has no reasonable expectation of recovering a financial asset in its entirety or a portion thereof. For individual customers, the Group individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. The approach applied by the Group has not changed in the current year.

Trade payables
Trade payables are recognised initially at fair value and subsequently measured at amortised cost.

Borrowings
Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowing using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Taxation
The tax charge represents the sum of tax currently payable and deferred tax. Tax currently payable is based on the taxable profit for the period. Taxable profit differs from the profit reported in the income statement due to items that are not taxable or deductible in any period and also due to items that are taxable or deductible in a different period. The Group's liability for current tax is calculated using tax rates enacted or substantively enacted at the balance sheet date.

Deferred tax is provided, using the full liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. The principal temporary differences arise from depreciation on PP&E, tax losses carried forward and, in relation to acquisitions, the difference between the fair values of the net assets acquired and their tax base. Tax rates enacted, or substantially enacted, at the balance sheet date are used to determine deferred tax.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available in the short term against which the temporary differences can be utilised.

Accounting for derivative financial instruments and hedging activities
Derivatives are initially recognised at fair value on the date the contract is entered into and are subsequently remeasured at their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates certain derivatives as either: (1) hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedge); (2) hedges of highly probable forecast transactions (cash flow hedge).

Where hedging is to be undertaken, the Group documents the relationship between the hedging instrument and the hedged item at the inception of the transaction, as well as its risk management objective and strategy for undertaking the hedge transaction. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of the hedged items. The Group performs effectiveness testing on a quarterly basis.

Notes to the financial statements (continued)
for the year to 31 December 2020

(a) Fair value hedge
Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in administrative expenses in the income statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

(b) Cash flow hedge
The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the hedging reserve in equity. The gain or loss relating to the ineffective portion is recognised immediately in administrative expenses (in the case of forward contracts) or finance income/expense (in the case of interest rate swaps) in the income statement. Amounts accumulated in equity are recycled through the income statement in periods when the hedged item affects profit or loss.

When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the income statement. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the income statement.

(c) Derivatives that are not designated as hedges
Certain derivatives, whilst providing effective economic hedges are not designated as hedges. Changes in the fair value of any derivative instruments that are not designated for hedge accounting are recognised immediately in administrative expenses in the income statement.

Fair value estimation

The fair value of forward foreign exchange contracts is determined using forward foreign exchange market rates at the balance sheet date. The fair values of all derivative financial instruments are obtained from valuations provided by financial institutions.

The carrying values of trade receivables and payables approximate to their fair values.
The fair value of financial liabilities is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

Lease accounting

Leases are recognised as a right of use asset and a corresponding liability on the Group's balance sheet. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right of use asset is depreciated over the shorter of the assets useful life and the lease term on a straight line basis. Lease liabilities are measured at the present value of the remaining lease payments, discounted by using the Group's incremental borrowing rate of 3.92%.

The Group has applied judgement to determine the lease term for some lease contracts in which it is a lessee that includes renewal options. The assessment of whether the Group is reasonably certain to exercise such options impacts the lease term, which may significantly affect the amount of lease liabilities and right of use assets recognised.

Leases are remeasured when there is a change in future lease payments arsing from a change in an index or rate, a change in the assessment of whether an extension option is reasonably certain to be exercised or a termination option is reasonably certain not to be exercised.

Notes to the financial statements (continued)
for the year to 31 December 2020

The Group used the following practical expedients when applying IFRS 16 to leases previously classified as operating leases under IAS 17:

• Applied the exemption not to recognise right of use assets and liabilities for property leases with less than 12 months of lease term;
• The use of a single discount rate to a portfolio of leases with reasonably similar characteristics;
• Reliance on previous assessments on whether leases are onerous;
• Applied the exemption not to recognise right of use assets and liabilities for low value assets;
• Excluded initial direct costs from measuring the right of use asset at the date of initial application; and
• Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Retirement benefit liabilities
The Group primarily operates defined contribution schemes but in certain subsidiaries it has defined benefit obligations. The liability recognised in respect of the defined benefit scheme represents the present value of the defined benefit obligations less the fair value of the scheme assets. The assets of these schemes are held in separate trustee administered funds.
The defined benefit scheme's assets are measured using fair values. Pension scheme liabilities are measured annually by an independent actuary using the projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability. The increase in the present value of the liabilities of the Group's defined benefit scheme expected to arise from employee service in the period is charged to operating profit. The interest income on scheme assets and the increase during the period in the present value of the scheme's liabilities arising from the passage of time are included in finance income/expense. Re-measurement gains and losses are recognised in the statement of comprehensive income in full in the period in which they occur. The defined benefit scheme's net assets or net liabilities are recognised in full and presented on the face of the balance sheet.

The Group's contributions to defined contribution schemes are charged to the income statement in the period to which the contributions relate.

The Group also operates a deferred compensation arrangement in the USA for certain employees. Contributions are paid into a separate investment vehicle which invests in a portfolio of USA funds that are recognised by the Group as a long term receivable and with the corresponding liability in other non-current liabilities. Investments are carried at fair value based on quoted market prices.

Provisions
Provision is made for the estimated liability on all products and services still under warranty, including claims already received, based on past experience. Other provisions are recognised where the Group is deemed to have a legal or constructive obligation, and it is probable that a transfer of economic benefits will be required to settle the obligation, and a reliable estimate of the obligation can be made. Where amounts provided are payable after more than one year the estimated liability is discounted using an appropriate rate of interest. The amount to be recognised as the provision should be the best estimate of the expenditure required to settle the obligation at the balance sheet date, discounted using a pre-tax rate if material.
Provisions primarily relate to contractual liabilities and additional information is contained in note 17.

Share capital and Reserves
Ethos Energy Group Limited has two classes of ordinary shares both of which are classified as equity and both classes have the same voting rights.

The issue of shares by the Company in exchange for share capital of part of the business contributed by one of the shareholders met the criteria for merger relief such that no share premium was recorded. As allowed under the UK Companies Act 2006 and required by IAS 27 (Consolidated and separate financial statements), a merger reserve equal to the difference between the fair value of the shares acquired by the Company and the aggregation of the nominal value of the shares issued by the Company has been recorded.

Notes to the financial statements (continued)
for the year to 31 December 2020

Critical accounting judgments and estimates
The preparation of the financial statements requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. These estimates are based on management's best knowledge of the amount, event or actions and actual results ultimately may differ from those estimates. The estimates and assumptions that could result in a material adjustment to the carrying amounts of assets and liabilities are addressed below.

(a) Revenue recognition
Revenue on fixed price or lump sum contracts for services, and other fixed price long-term service agreements is recognised according to the stage of completion reached in the contract by measuring the proportion of costs incurred for work performed to total estimated costs. Estimating the costs to completion and therefore the total contract costs is a key estimate in respect of the revenue recognition on these contracts. The total revenue recognised in the year relating to long term service agreements was $146.6m

The Group carries out low margin procurement activity on certain contracts for customers and as part of the IFRS 15 transition, these contracts were reviewed to assess whether the Group was acting as 'principal' or 'agent' in these transactions. Where the Group controls the goods before title passes to the customer then the Group is acting as principal and the related revenue is recognized – this is deemed a critical judgement. The review did not identify any instances where the conclusion reached in its principal versus agent assessment was incorrect.

(b) Income taxes
The Group is subject to income taxes in numerous jurisdictions. Judgement is required in determining the worldwide provision for income taxes. The Group recognises liabilities for anticipated tax issues based on estimates of whether additional taxes will be due. Where the final outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

The Group adopted IFRIC 23 'Uncertainty over Income Tax Treatments' for the first time in 2019 which gives guidance on the accounting for uncertain tax provisions. The adoption of IFRIC 23 has not resulted in a material change in relation to provisions for tax uncertainties held by the Group.

(c) Impairment of goodwill
The Group carries out an annual impairment review and takes into account events or changes in circumstance which indicate that the carrying value of goodwill may not be recoverable. An impairment loss is recognised when the recoverable amount of goodwill is less than the carrying amount. The impairment tests are carried out by CGU (Cash Generating Unit) and reflect the latest Group budgets. The budgets are based on various assumptions relating to the Group's businesses including assumptions relating to market outlook, resource utilisation, foreign exchange rates, contract awards and contract margins. The directors exercise judgement in selecting and applying such assumptions and results of the impairment review which are potentially subjective. The outlook for the Group is discussed in the Strategic Review and further information on goodwill is included in note 6.

(d) Inventory
A provision is made where necessary for obsolete and slow moving inventory. This is typically performed using a calculation based on average historical usage adjusted for the latest operational, financial and market conditions and expected future activity. The period over which future usage is projected and the assumptions over future market conditions involves the application of judgement and is therefore deemed a critical estimate.

Notes to the financial statements (continued)
for the year to 31 December 2020

1 Revenue from contract with customers

	Year to December **2020** $m	Year to December **2019** $m
By Geography		
North America	467.9	558.7
Europe	158.5	170.9
Rest of the world	117.8	172.3
	744.2	**901.9**

Revenue by geography is based on the location of the project or ultimate customer.

Revenue by category is as follows:		
Sale of goods	192.8	242.1
Rendering of services	551.4	659.8
	744.2	**901.9**

Timing of Revenue Recognition:		
Products and services transferred at a point in time	597.6	776.5
Products and services transferred over time	146.6	125.4
	744.2	**901.9**

Contract asset balances primarily relate to the Group's rights to consideration for work completed but not billed at the reporting date. The contract assets are transferred to receivables when the right to be paid become unconditional which usually occurs when the Group issues an invoice to the customer.

The contract liabilities primarily relate to advance consideration received from customers, for which revenue is recognised over time.

	Year to December **2020** $m	Year to December **2019** $m
Contract assets	73.2	76.6
Contract liabilities	3.0	12.6

Notes to the financial statements (continued)
for the year to 31 December 2020

2 Finance expense

	Year to December **2020** $m	Year to December **2019** $m
Finance Expense		
Interest and finance costs	7.7	10.9
Bank facility fees expensed	0.2	0.3
Other Interest	-	0.3
	7.9	**11.5**
Finance income		
Bank interest received	(2.2)	(2.3)
Other interest	-	(0.2)
	(2.2)	**(2.5)**
Finance expense - net	**5.7**	**9.0**

3 Profit/(loss) before taxation from continuing operations

	Note	Year to December **2020** $m	Year to December **2019** $m
The following items have been charged in arriving at profit/(loss) before taxation :			
Cost of inventories recognised as an expense		166.1	287.4
Research and Development		0.1	0.1
Depreciation of property, plant and equipment	7	4.1	4.3
Depreciation of right of use assets	8	11.3	9.1
Amortisation of intangible assets	6	1.0	0.9
Other operating lease rentals payable:			
- Plant and machinery		0.2	1.4
- Property		-	4.3
Foreign exchange losses		4.1	2.6

Depreciation of property plant and equipment and right of use assets is included in cost of sales or administrative expenses in the Statement of Comprehensive income. Amortisation of intangible assets is included in administrative expenses in the Statement of Comprehensive income.

Notes to the financial statements (continued)
for the year to 31 December 2020

3 Profit/(loss) before taxation from continuing operations (continued)

Services provided by the Group's auditors and associate firms
During the year the Group changed the auditor to RSM UK Audit LLP and obtained the following services from its auditors and associate firms as detailed below:

	Year to December **2020** $m	Year to December **2019** $m
Fees payable to the Group's auditors and its associated firms for -		
Audit of parent Company and consolidated financial statements	0.3	0.4
Audit of Group companies pursuant to legislation	0.4	0.5
	0.7	**0.9**

RSM UK Audit LLP and its associates did not provide any non-audit services to the Group in 2020 or 2019. The prior year fees are in relation to services provided by PricewarerhouseCoopers LLP.

4 Taxation

	Year to December **2020** $m	Year to December **2019** $m
Current Tax		
- Current year	2.6	3.1
- Adjustments in respect of prior periods	0.9	(0.1)
	3.5	**3.0**
Deferred tax		
- Current year	0.4	(1.2)
- Adjustments in respect of prior periods	(8.3)	(1.4)
	(7.9)	(2.6)
Total tax (credit)/charge	**(4.4)**	**0.4**

Tax is calculated at the rates prevailing in the respective jurisdictions in which the Group operates. The expected rate is the weighted average rate taking into account the Group's profits and losses in these jurisdictions adjusted for the Group's joint ventures. The tax credit for the year is higher than the expected tax charge due to the following factors:

Notes to the financial statements (continued)
for the year to 31 December 2020

4 Taxation (continued)

	Year to December **2020** $m	Year to December **2019** $m
Profit/(loss) before taxation from continuing operations	11.0	(24.8)
Profit/(loss) before taxation from discontinuing operations	-	-
	11.0	(24.8)
Profit/(loss) before tax at expected rate of (4.5%) (2019 -82.8%)	0.5	(20.5)
Effects of		
Non-recognition of losses and other attributes	1.0	17.9
Effect of foreign taxes	0.5	1.3
Adjustment for equity accounted joint ventures	2.1	1.4
Adjustments in respect of prior periods	(7.4)	(1.5)
Other permanent differences	(1.1)	1.8
Total tax (credit)/charge	**(4.4)**	**0.4**

Other permanent differences include adjustments for changes in unrecognised tax attributes and expenditure which is not allowable as a deduction for tax purposes.

5 Impairment costs and discontinued operations

In 2020, the Group went through the OneEthos restructure resulting in charges of $12.1m but no specific operations were discontinued in the year. In 2019, following a strategic review of operations and market opportunities the Group decided to exit the market for certain product lines which had been identified as no longer essential to group activities resulting in the Group taking an impairment charge of $42m against the assets relating to these product lines with the majority of the charge being in relation to inventory. No impairment has been deemed necessary in 2020.

The Group has continued to make progress in winding up the operations identified to be discontinued.

Notes to the financial statements (continued)
for the year to 31 December 2020

5 Impairment costs and discontinued operations (continued)

	Year to December **2020** $m	Year to December **2019** $m
Revenue	-	5.3
Cost of sales	-	(5.3)
Administration expenses	-	-
Operating loss	**0.0**	**0.0**
Finance expense	-	-
Loss before taxation	0.0	0.0
Taxation	-	-
Impairment charges	-	-
Loss for year after tax	**0.0**	**0.0**

	As at December **2020** $m	As at December **2019** $m
Assets held for sale		
Inventory	-	-
At 31 December	**0.0**	**0.0**
Liabilities held for sale		
Trade payables	-	-
At 31 December	**-**	**0.0**

	Year to December **2020** $m	Year to December **2019** $m
Cash flow from discontinued operations		
Operating cash (outflow)	-	-
	0.0	**0.0**

Notes to the financial statements (continued)
for the year to 31 December 2020

6 Goodwill and Intangible Assets

	Goodwill	Software	Other intangibles	Total
	$m	$m	$m	$m
Group				
Cost				
At 1 January 2020	93.1	21.0	1.7	115.8
Exchange movements	1.4	0.4	0.1	1.9
Additions	0.1	0.7	0.8	1.6
Reclassifications	-	0.2	(0.2)	0.0
Disposals	-	(1.2)	-	(1.2)
At 31 December 2020	**94.6**	**21.1**	**2.4**	**118.1**
Aggregate amortisation and impairment				
At 1 January 2020	84.2	18.3	1.1	103.6
Exchange movements	1.1	0.5	-	1.6
Amortisation charge for the year	-	1.0	-	1.0
Disposals	-	(1.2)	-	(1.2)
At 31 December 2020	**85.3**	**18.6**	**1.1**	**105.0**
Net book value at 31 December 2020	**9.3**	**2.5**	**1.3**	**13.1**
Cost				
At 1 January 2019	93.0	20.1	1.0	114.1
Exchange movements	(0.2)	0.6	0.1	0.5
Additions	0.3	2.1	0.6	3.0
Disposals	-	(1.8)	-	(1.8)
At 31 December 2019	**93.1**	**21.0**	**1.7**	**115.8**
Aggregate amortisation and impairment				
At 1 January 2019	84.2	18.6	1.0	103.8
Exchange movements	-	0.5	-	0.5
Amortisation charge for the year	-	0.8	0.1	0.9
Disposals	-	(1.6)	-	(1.6)
At 31 December 2019	**84.2**	**18.3**	**1.1**	**103.6**
Net book value at 31 December 2019	**8.9**	**2.7**	**0.6**	**12.2**

Notes to the financial statements (continued)
for the year to 31 December 2020

6 Goodwill and Intangible Assets (continued)

Value-in-use calculations have been prepared for each CGU based on business units using the cash flow projections included in their financial budgets approved by management for 2021 as well as the financial plans for the following three years which have also been approved by management. The projections used have been based on the following:

- Managements view of future market conditions
- Longer term backlog generated during 2020 and to date in 2021
- Growth in more recent products and services
- Benefit from restructuring measures
- Cash inflow from the sale of surplus assets over the next five years

A terminal value is applied thereafter in order to calculate long term estimated cash flows using the anticipated long-term growth rate of 5.5% across all CGUs. The growth rate used does not exceed the Group's long-term average growth rates for the regions in which the CGUs operate. The cash flows have been discounted using 13.61% pre-tax discount rates which is appropriate for each CGU.

	Goodwill	**Other intangibles**	**Total**
	$m	$m	$m
Company			
Cost			
At 1 January 2020	0.3	1.4	1.7
Additions	0.1	0.3	0.4
At 31 December 2020	**0.4**	**1.7**	**2.1**
Aggregate amortisation and impairment			
At 1 January 2020	-	0.9	0.9
Amortisation charge for the year	-	0.1	0.1
At 31 December 2020	**-**	**1.0**	**1.0**
Net book value 31 December 2020	**0.4**	**0.7**	**1.1**
Cost			
At 1 January 2019	-	0.9	0.9
Additions	0.3	0.5	0.8
At 31 December 2019	**0.3**	**1.4**	**1.7**
Aggregate amortisation and impairment			
At 1 January 2019	-	0.1	0.1
Amortisation charge for the year	-	0.8	0.8
At 31 December 2019	**-**	**0.9**	**0.9**
Net book value 31 December 2019	**0.3**	**0.5**	**0.8**

Notes to the financial statements (continued)
for the year to 31 December 2020

7 Property plant and equipment

	Freehold and Long Leasehold Buildings	Short Leasehold Buildings	Plant and Equipment	Total
	$m	$m	$m	$m
Group				
Cost				
At 1 January 2020	24.5	2.6	265.5	292.6
Exchange movements	1.2	-	5.6	6.8
Additions	0.2	0.3	6.7	7.2
Reclassifications	0.6	(0.6)	(0.6)	(0.6)
Disposals	-	(0.8)	(2.0)	(2.8)
At 31 December 2020	**26.5**	**1.5**	**275.2**	**303.2**
Accumulated depreciation and impairment				
At 1 January 2020	24.0	2.0	239.0	265.0
Exchange movements	0.8	-	4.5	5.3
Charge for the year	0.4	0.1	3.6	4.1
Reclassifications	(0.8)	-	0.8	-
Disposals	-	(0.8)	(1.9)	(2.7)
At 31 December 2020	**24.4**	**1.3**	**246.0**	**271.7**
Net book value at 31 December 2020	**2.1**	**0.2**	**29.2**	**31.5**
Cost				
At 1 January 2019	24.2	2.3	257.4	283.9
Exchange movements	(0.1)	-	1.0	0.9
Additions	0.6	0.3	9.9	10.8
Reallocated	-	-	-	-
Disposals	(0.2)	-	(2.8)	(3.0)
At 31 December 2019	**24.5**	**2.6**	**265.5**	**292.6**
Accumulated depreciation and impairment				
At 1 January 2019	23.0	1.8	238.1	262.9
Exchange movements	(0.1)	-	0.7	0.6
Charge for the period	1.2	0.2	2.9	4.3
Disposals	(0.1)	-	(2.7)	(2.8)
At 31 December 2019	**24.0**	**2.0**	**239.0**	**265.0**
Net book value at 31 December 2019	**0.5**	**0.6**	**26.5**	**27.6**

The reallocations of $0.6m within cost is relating to reclassification of right of use assets from property, plant and equipment.

Notes to the financial statements (continued)
for the year to 31 December 2020

8 Leases

Movement schedule for right of use assets

	Building leases $m	Other leases $m	Total leases $m
At 1 January 2020	49.8	2.4	52.2
Exchange movements	0.3	-	0.3
Additions	3.4	2.4	5.8
JV leases reallocated	(4.4)	-	(4.4)
Reclassification of leases	(0.9)	-	(0.9)
Reallocations	-	0.6	0.6
Depreciation	(9.6)	(1.7)	(11.3)
Disposals	(0.6)	(0.1)	(0.7)
At 31 December 2020	**38.0**	**3.6**	**41.6**

	Building leases $m	Other leases $m	Total leases $m
At 1 January 2019	52.8	3.0	55.8
Additions	5.2	0.3	5.5
Depreciation	(8.2)	(0.9)	(9.1)
At 31 December 2019	**49.8**	**2.4**	**52.2**

Movement schedule for lease liabilities

	Current lease liabilities $m	Non-current lease liabilities $m
At 1 January 2020	8.3	45.6
Exchange movements	-	0.3
Additions	-	5.8
JV leases reallocated	-	(4.4)
Reclassification of leases	-	(1.0)
Reallocations	-	0.6
Reclassed from long to short term	12.7	(12.7)
Interest	1.9	-
Payments	(13.0)	-
Disposals	-	(0.7)
At 31 December 2020	**9.9**	**33.5**

	Current lease liabilities $m	Non-current lease liabilities $m
At 1 January 2019	7.5	48.3
Additions	-	5.6
Reclassed from long to short term	8.3	(8.3)
Interest	2.1	-
Payments	(9.6)	-
At 31 December 2019	**8.3**	**45.6**

Notes to the financial statements (continued)
for the year to 31 December 2020

8 Leases (continued)

The Group leases premises, vehicles and other equipment. Each of these arrangements meet the definition of a lease under IFRS 16. Rental contracts are agreed for various fixed periods but may have extension options described below. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

Leases are recognised as a right of use asset and a corresponding liability on the Group's balance sheet. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right of use asset is depreciated over the shorter of the assets useful life and the lease term on a straight line basis. Lease liabilities are measured at the present value of the remaining lease payments, discounted by using the Group's incremental borrowing rate of 3.92%.

Payments associated with short term leases and leases of low value assets are recognised on a straight-line basis as an expense in the income statement. Short term leases are leases with a lease term of 12 months or less. Low value assets comprise of office equipment.

Ethos Energy Group Limited has no leases for the year and therefore no IFRS 16 adjustment is required for the company.

9 Investments

In relation to the Group's interests in joint ventures, its share of assets, liabilities, income and expenses is shown below.

	2020	**2019**
	$m	$m
Non-current assets	19.8	10.7
Current assets	77.0	84.8
Current liabilities	(11.5)	(9.1)
Non - current liabilities	(7.6)	0.0
Net assets	77.7	86.4
Group share at 31 December	**38.2**	**42.4**
Income	76.7	74.2
Expenses	(48.1)	(45.5)
Profit before tax	28.6	28.7
Tax	(1.6)	(3.7)
Profit for the year	27.0	25.0
Share of post-tax profits from joint ventures	**13.3**	**12.2**

The joint ventures have no significant contingent liabilities to which the Group is exposed, nor has the Group any significant contingent liabilities in relation to its interest in the joint ventures. The name and principal activities of the most significant joint ventures is disclosed in note 30.

Notes to the financial statements (continued)
for the year to 31 December 2020

9 Investments (continued)

	2020	2019
	$m	$m
Company		
At 1 January	429.0	406.6
New investments	4.6	22.4
At 31 December	**433.6**	**429.0**

10 Inventories

	Group		Company	
	2020	2019	2020	2019
	$m	$m	$m	$m
Materials	27.9	25.7	-	-
Work in Progress	47.1	78.2	-	-
Finished goods and goods for resale	71.8	52.1	-	-
	146.8	**156.0**	**-**	**-**

11 Trade and other receivables

	Group		Company	
	2020	2019	2020	2019
	$m	$m	$m	$m
Trade receivables	123.2	163.2	-	-
Less: provision for impairment of trade receivables	(6.0)	(8.4)	-	-
Trade receivables- net	117.2	154.8	-	-
Amounts recoverable on contracts	73.2	76.5	-	-
Prepayments and accrued income	9.1	9.1	1.2	-
Other receivables	4.0	7.7	0.4	-
Due from Related parties	2.8	5.2	-	-
	206.3	**253.3**	**1.6**	**0.0**

Receivable days are calculated by allocating the closing trade receivables balance to current year and prior year revenue including sales taxes. A receivable day's calculation of 47 (2019: 44) indicates that closing trade receivables represent the most recent 47 days of continuing revenue. A provision for the impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the terms of the original receivables.

Notes to the financial statements (continued)
for the year to 31 December 2020

11 Trade and other receivables (continued)

The ageing of the provision for impairment of trade receivables is as follows:

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Up to 3 months overdue	0.3	0.1	-	-
over 3 months overdue	5.7	8.3	-	-
	6.0	**8.4**	**-**	**-**

Any credits to the income statement are included in administrative expenses.

The other classes within trade and other receivables do not contain impaired assets.
Included within gross trade receivables of $123.2m (2019: $163.2m) are receivables of $25.0m (2019: $40.4m) which were past due but not impaired.

These relate to customers for whom there is no recent history or expectation of default. The ageing analysis of these trade receivables is as follows:

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Up to 3 months overdue	11.8	19.5	-	-
Over 3 month overdue	13.2	20.9	-	-
	25.0	**40.4**	**-**	**-**

The application of IFRS 9 has had no material impact on the Group's financial statements. Credit losses incurred in the three years to 31 December 2019 amounted to around 0.00% of revenue and credit losses in the year to 31 December 2020 amounted to around 0.02% of revenue. The application of IFRS 9 for Company only receivables resulted in no additional provision against intercompany receivables, primarily against payable on demand loans in the current year (2019 $27.5m).

12 Cash and cash equivalents

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Cash at bank and in hand	43.5	38.1	11.1	20.7
	43.5	**38.1**	**11.1**	**20.7**

The effective interest rate on short term deposits was 0.0% (2019 0.0%) and have an average maturity of 0 days. (2019:0 days)

At 31 December 2020 $0.4m (2019:$0.4m) of the Group cash balance was held on deposit as security for pension and bonding requirements.

Notes to the financial statements (continued)
for the year to 31 December 2020

13 Trade and Other Payables

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Trade payables	44.7	66.5	2.1	4.7
Other tax and social security payable	10.8	6.7	-	-
Accruals and deferred income	104.1	102.7	0.5	0.5
Finance Lease	0.3	0.4	-	-
	159.9	**176.3**	**2.6**	**5.2**

14 Borrowings

	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Bank loans and overdrafts due within one year				
Loans	90.7	135.5	90.7	130.5
	90.7	**135.5**	**90.7**	**130.5**

Bank loans are all drawdowns under the Group's Revolving Credit Facilities and denominated in a number of currencies. Interest is based on LIBOR, or equivalents, appropriate to the currency in which the borrowing is incurred.

The effective interest rate on the Company and Group's borrowings at the balance sheet date was 1.1% (2019: 3.4%) for US Dollars, 1.0% (2019:1.5%) for Euros and 1.0% (2019: 2.2%) for Sterling.

The carrying amounts of the Group's borrowings are denominated in the following currencies:

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
US Dollars	77.0	117.0	77.0	112.0
Euro	-	-	-	-
Sterling	13.7	18.5	13.7	18.5
	90.7	**135.5**	**90.7**	**130.5**

The Group is required to issue trade finance instruments to certain customers. These include tender bonds, performance bonds, retention bonds, advance payment bonds and standby letters of credit. At 31 December 2020 the Group's bank facilities relating to the issue of bonds, guarantees and letters of credit amounted to $187.6m (2019: $207.7m). At 31 December 2020, the Group's bank facilities relating to the issue of such bonds and guarantees was 69% (2019: 48%) utilised.

Notes to the financial statements (continued)
for the year to 31 December 2020

14 Borrowings (continued)

Borrowing facilities

The Group has the following undrawn borrowing facilities available at 31 December:

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Expiring within one year	59.3	14.5	54.3	9.5
Expiring between one and two years	-	-	-	-
	59.3	**14.5**	**54.3**	**9.5**

All undrawn borrowing facilities are floating rate facilities. The Group's overdraft facilities are reviewed on an annual basis and the Group Revolving Credit Facility was renewed in March 2021 until July 2022.

The Group was in compliance with its bank covenants at 30 June 2020 and at the year end.

15 Related Parties

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Other current liabilities	0.1	5.3	-	-
Current Liabilities	**0.1**	**5.3**	**0.0**	**0.0**

Other Current Liabilities relates to net payments due in relation to contracts held by Shareholder companies. The fair value of these elements equals their carrying amount.

The following transactions were carried out in the year and receivables and payables represent the outstanding balances at due or payable at 31 December 2020 and 2019.

Notes to the financial statements (continued)
for the year to 31 December 2020

15 Related Parties (continued)

	Group		Company	
	2020	2019	2020	2019
	$m	$m	$m	$m
With Related Parties - Shareholders				
Sale of goods and services	33.4	43.1	-	-
Purchase of good and services	5.3	15.2	-	-
Interest expense	-	0.1	-	0.1
Receivables	2.8	5.2	-	-
Payables and Promissory Notes	(0.1)	(5.3)	-	-
With Joint Ventures				
Sale of goods and services	5.4	11.6	-	-
Purchase of goods and services	1.7	1.7	-	-
Dividends received	17.1	13.8	-	-
Receivables	1.6	2.1	-	-
Payables	0.1	-	-	-
With Subsidiaries				
Sale of services	-	-	-	-
Purchases	-	-	-	-
Interest Income	-	-	1.0	-
Interest expense	-	-	0.5	0.3
Dividends received	-	-	1.3	2.7
Loans - receivable	-	-	11.9	28.1
Loans - payable	-	-	(81.9)	(59.2)

All sales to and purchases with related parties arise in the normal course of business and are at market rates. Outstanding trade balances at the period-end are unsecured and interest free. There was no additional provision in place held against any receivables from related parties in the year (2019 $27.5m).

The Shareholders have provided guarantees for some of the Group's banking, bonding and guarantee facilities.

Loans made to and from the Company to subsidiaries are all unsecured, repayable on demand and carry interest at the prevailing LIBOR rate.

Key management compensation is disclosed in note 24.

Notes to the financial statements (continued)
for the year to 31 December 2020

16 Financial instruments

The Group's activities give rise to a variety of financial risks: market risk (including foreign exchange risk and cash flow interest rate risk), credit risk, liquidity risk and capital risk. The Group's overall risk management strategy is to hedge exposures wherever practicable in order to minimise any potential adverse impact on the Group's financial performance.

Risk management is carried out in line with the Group's Treasury policies. The Group identifies, evaluates and where appropriate, hedges financial risks. The Group's Treasury policies cover specific areas, such as foreign exchange risk, interest rate risk, and use of derivative financial instruments and investment of excess cash. Where the Board considers that a material element of the Group's profits and net assets are exposed to a country in which there is significant geo-political uncertainty a strategy is agreed to ensure that the risk is minimised.

(a) Market risk

(i) Foreign exchange risk

The Group is exposed to foreign exchange risk arising from various currencies. The Group has a number of subsidiary companies whose revenue and expenses are denominated in currencies other than the US dollar. The Group will use strategies such as the payment of dividends to minimise the amount of net assets exposed to foreign currency revaluation.

Some of the revenues of the Group's businesses are to customers in overseas locations. Where possible, the Group's policy is to eliminate all significant currency exposures on revenues at the time of the transaction by using financial instruments such as forward currency contracts. Changes in the forward contract fair values are booked through the income statement, except where hedge accounting is used in which case the change in fair value is recorded in equity. The Group carefully monitors the economic and political situation in the countries in which it operates to ensure appropriate action is taken to minimise any foreign currency exposure.

The Group's main foreign exchange risk relates to movements in the Euro, Zloty and Sterling to US dollar exchange rate. Movements in these currencies to the US dollar rates impact the translation of profits earned and the translation of non US Dollar denominated net assets.

If the average Euro, Zloty and Sterling/US dollar rate had been 10% higher or lower during 2020 post-tax profit for the year would have been $1.3m (2019: $1.3m) higher or lower. If the closing Euro, Zloty and Sterling/US dollar rate were 10% higher or lower at 31 December 2020, exchange differences in equity would have been $16.0m. (2019: $19.7m) higher or lower respectively.

10% has been used in these calculations as it represents a reasonable possible change in the euro, zloty and sterling/US dollar exchange rate.

(ii) Interest rate risk

The Group finances its operations through a mixture of retained profits and bank borrowings. The Group borrows in the desired currencies at floating rates of interest.

The Group is also exposed to interest rate risk on cash held on deposit. The Group's policy is to minimise its excess cash position by repaying borrowings. Cash on deposit is mainly operating cash balances held in outlying regions or is about to be used to reduce borrowings. Cash is deposited with a financial institution with an acceptable credit rating. Accordingly, if average interest rates had been 1% higher or lower during 2020, the effect on post-tax profit for the year would have been $1.3m (2019: $1.4m). 1% has been used in this calculation as it represents a reasonable possible change in interest rates.

(iii) Price risk

The Group is not exposed to any significant price risk in relation to its financial instruments.

Notes to the financial statements (continued)
for the year to 31 December 2020

16 Financial instruments (continued)

(b) ***Credit risk***

The Group's credit risk primarily relates to its trade receivables. Responsibility for managing credit risk lies within the businesses with support being provided by Group and divisional management where appropriate.
A customer evaluation is typically obtained from an appropriate credit rating agency. Where required, appropriate trade finance instruments such as letters of credit, bonds, guarantees and credit insurance will be used to manage credit risk.

The Group's major customers are typically large companies which have strong credit ratings assigned by international credit rating agencies. Where a customer does not have sufficiently strong credit ratings, alternative forms of security such as the trade finance instruments referred to above may be obtained. The Group has a broad customer base and management believes that no further credit risk provision is required in excess of the provision for impairment of trade receivables.

Management review trade receivables across the Group based on receivable day's calculations to assess performance. There is significant management focus on receivables that are overdue.

The Group also has credit risk when cash is held on deposit. The Group's policy is to only to deposit cash at institutions with an acceptable credit rating. At 31 December 2020 the Group had $0.4m (2019: $0.4m) on deposit.

(c) ***Liquidity risk***

With regard to liquidity, the Group's main priority is to ensure continuity of funding. At 31 December 2020, 100% (2019:0%) of the Group's borrowing facilities (excluding joint ventures) were due to mature in less than one year. During the year, the group finalized a 18 month renewal of its Revolving Credit Facility with regular drawdowns available during this period. Based on the current outlook the Group has sufficient funding in place to meet its future obligations.

(d) ***Capital risk***

The Group seeks to have sufficient capital, in the form of cash and borrowing facilities, to continue to operate as a going concern so that it can continue to provide benefits to its stakeholders and to maintain an optimal capital structure to reduce its cost of capital. The Group monitors its capital structure on the basis of its interest cover and to keep the ratio of net debt to EBITDA to under 3.5 times.

Financial liabilities

The table below analyses the Group's financial liabilities into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Drawdowns under long term bank facilities are for periods of three months or less and are not therefore discounted and loan interest payable is excluded from the amounts below.

Notes to the financial statements (continued)
for the year to 31 December 2020

16 Financial instruments (continued)

	Less than 1 Year	Between 1 & 2 years
	$m	$m
Group		
Borrowings	90.7	-
Trade and other payables	158.2	-
Due to Related Parties	0.1	-
At 31 December 2020	**249.0**	**0.0**
Borrowings	135.5	-
Trade and other payables	176.3	-
Due to Related Parties	5.3	-
At 31 December 2019	**317.1**	**0.0**
Company		
Borrowings	90.7	-
Trade and other payables	2.6	-
Due to Related Parties	-	-
At 31 December 2020	**93.3**	**0.0**
Borrowings	130.5	-
Trade and other payables	5.2	-
Due to Related Parties	-	-
At 31 December 2019	**135.7**	**0.0**

Fair value of non-derivative financial assets and financial liabilities
The fair value of short-term borrowings, trade and other payables, trade and other receivables, short-term deposits and cash at bank and in hand approximates to the carrying amount because of the short maturity of interest rates in respect of these instruments. Drawdowns under long-term bank facilities are for periods of three months or less and as a result, book value and fair value are considered to be the same.

Details of derivative financial instruments are not disclosed in the financial statements as they are not material.

Notes to the financial statements (continued)
for the year to 31 December 2020

17 Provisions

	Warranty provision	Total
	$m	$m
Group		
At 1 January	8.7	8.7
Exchange movements	0.1	0.1
Additions	4.1	4.1
Amounts used in the year	(3.5)	(3.5)
Amounts reversed in the year	(0.7)	(0.7)
At 31 December 2020	**8.7**	**8.7**
At 1 January	7.9	7.9
Exchange movements	0.3	0.3
Additions	3.5	3.5
Amounts used in the year	(2.7)	(2.7)
Amounts reversed in the year	(0.3)	(0.3)
At 31 December 2019	**8.7**	**8.7**

These provisions are recognised in respect of guarantees provided in the normal course of business relating to contract performance. They are based on previous claims history and it is expected that most of the costs in respect of these provisions will be incurred over the next two years.

18 Deferred tax assets

Deferred tax is calculated in full on temporary differences under the liability method using the tax rate applicable to the territory in which the asset or liability has arisen.

Changes to the UK corporation tax rates were substantively enacted as part of Finance Bill 2016 (on 6 September 2016). These changes included a reduction in the main rate to 17% from April 2020. In March 2020, the UK Government substantively enacted by a resolution under the Provisional Collection of Taxes Act 1968 to cancel the reduction in corporate tax rate, from 1 April 2020, and maintain the rate at 19%. Deferred taxes at the balance sheet date, in relation to UK companies, continue to be measured using tax rates enacted as at the balance sheet date (19%).

The movement on the deferred tax account is shown below:

		Group		**Company**	
	Note	**2020**	**2019**	**2020**	**2019**
		$m	$m	$m	$m
At 1 January		20.7	18.2	-	-
Exchange movements		0.3	(0.1)	-	-
Credit to income statement	4	7.9	2.6	-	-
At 31 December		**28.9**	**20.7**	**-**	**-**

No deferred tax is recognised on the unremitted earnings of overseas subsidiaries and joint ventures. As these earnings are continually reinvested by the Group, no tax is expected to be payable on them in the foreseeable future.

The Group has unrecognized gross tax losses of $177.3m (2019: $189.5m) to carry forward against future taxable income.

Notes to the financial statements (continued)
for the year to 31 December 2020

18 Deferred tax assets (continued)

Deferred tax assets and liabilities are only offset where there is a legally enforceable right of offset and there is an intention to settle the balances net. The deferred tax balances are analysed below:-

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Accelerated tax depreciation	(0.9)	(3.7)	-	-
Short term timing differences	24.7	16.0	-	-
Losses	5.1	8.4	-	-
Deferred tax assets	**28.9**	**20.7**	**-**	**-**

The deferred tax asset has been based on the reversal of timing differences and anticipated future profitability of the operations concerned.

The deferred tax asset is expected to be recovered on the basis as below:

	Under 1 year	**Later than 1 year**
	$m	$m
Accelerated tax depreciation	(0.6)	(0.3)
Short-term timing differences	2.5	2.6
Losses	10.2	14.5
Deferred tax assets	**12.1**	**16.8**

19 Share Capital

Ordinary Shares of £1 each authorised, issued and fully paid	A Ordinary Shares	B Ordinary Shares	Total Shares	$m
At 31 December 2020	510,000	490,000	1,000,000	**1.7**
At 31 December 2019	510,000	490,000	1,000,000	**1.7**

"A" class ordinary shares – Holders of the majority of nominal value "A" ordinary shares shall carry the rights to appoint and remove up to 3 "A" directors.

"B" class ordinary shares – Holders of the majority of nominal value "B" ordinary shares shall carry the rights to appoint and remove up to 2 "B" directors.

The share classes are considered to be identical in all other respects.

20 Share Premium

	$m
At 31 December 2020	**299.5**
At 31 December 2019	**299.5**

Notes to the financial statements (continued)
for the year to 31 December 2020

21 Merger and Other Reserves

The Group was originally formed through the contribution of businesses by the original shareholders. As the Group is classified as a joint venture it is out with the scope of IFRS 3 (Business Combinations) and the Group elected to follow the principles of predecessor (or merger) accounting whereby the assets and liabilities contributed by the shareholders were recorded at their book values in the consolidated financial statements of the Shareholders immediately prior to transfer.

Merger Reserve
The issue of shares by the Company in exchange for the share capital of the business's contributed by one of the shareholders met the criteria for merger relief such that no share premium was recorded. As allowed under the UK Companies Act 2006 and required by IAS 27 (Consolidated and separate financial statements), a merger reserve equal to the difference between the fair value of the shares acquired by the Company and the aggregation of the nominal value of the shares issued by the Company has been recorded.

Other Reserves

The difference between the net assets of the contributed businesses immediately prior to their contribution to the Group and the aggregate of the share capital and merger reserve has been recorded by the Company within Other Reserves. This difference is recorded alongside adjustments made to align the accounting policies of the combined Group and opening adjustments arising upon formation of the Group.

Other reserves also include movements on translation of foreign currency net assets upon consolidation, remeasurement of pension liabilities and accounting for derivative financial instruments under IAS 39.

22 Non-Controlling interests

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
At 1 January	-	0.1	-	-
Minority interest acquired	-	(0.1)	-	-
At 31 December	**-**	**-**	**-**	**-**

Notes to the financial statements (continued)
for the year to 31 December 2020

23 Cash Generated (used in)/generated from operations

	Group		Company	
	2020	2019	2020	2019
	$m	$m	$m	$m
Reconciliation of operating profit to cash generated from operations:				
Operating profit/(loss)	16.7	(16.2)	0.2	(26.8)
Less share of post-tax profit from joint ventures	(13.3)	(12.2)	-	-
	3.4	(28.4)	0.2	(26.8)
Adjustments for:				
Depreciation	15.5	13.4	-	-
Loss on disposal of property plant and equipment	0.1	0.2	-	-
Amortisation of intangible assets	1.0	0.9	0.1	0.8
Increase in provisions & non cash items	1.2	(1.5)		-
Dividends from joint ventures & subsidiaries	17.0	13.8	1.3	2.7
Non Cash effect of impairment	0.0	42.0	-	-
Changes in working capital				
Decrease in inventories	15.1	14.5	-	-
(Increase)/decrease in receivables	59.8	(65.2)	-	-
Increase/(decrease) in payables	(40.0)	56.0	(4.3)	(0.8)
Cash (used in)/generated from operations	**73.1**	**45.7**	**(2.7)**	**(24.1)**

Analysis of Net debt

	Cash & cash equivalents	Borrowings	Related parties - current	Related parties - non current	Excluding - trade related & other	Net debt
	$m	$m	$m	$m	$m	$m
Group						
At 1 January 2019	32.2	(125.7)	(12.4)	0.0	(1.4)	(107.3)
Cash flow	6.4	(9.8)	-	-	1.1	(2.3)
Movements	-	-	12.4	-	-	12.4
Exchange movements	(0.5)	-	-	-	-	(0.5)
At 31 December 2019	38.1	(135.5)	0.0	0.0	(0.3)	(97.7)
Cash flow	2.9	44.8	-	-	0.6	48.3
Exchange movements	2.5	-	-	-	-	2.5
At 31 December 2020	**43.5**	**(90.7)**	**0.0**	**0.0**	**0.3**	**(46.9)**

Notes to the financial statements (continued)
for the year to 31 December 2020

24 Employees and Directors

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Employee benefits expense				
Wages and salaries	293.2	340.3	0.5	1.2
Social security costs	26.3	28.3	0.1	0.1
Other pension costs	12.9	10.9	-	-
	332.4	**379.5**	**0.6**	**1.3**

Average monthly number of employees (excluding non-executive directors)

	Group		Company	
	2020	**2019**	**2020**	**2019**
Direct	2,548	2,761	-	-
Indirect	1,253	1,380	3	4
	3,801	**4,141**	**3**	**4**

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Key Management personnel compensation				
Salaries and short-term employee benefits	2.4	3.0	-	-
Social security costs	0.1	0.1	-	-
Post-employment benefits	0.1	0.1	-	-
	2.6	**3.2**	**-**	**-**

Key management compensation represents the charge to the income statement in respect of the remuneration of the Group board and the expanded Group 'Executive Leadership Team' members. At 31 December 2020, eight of the Executive Leadership Team (2019: seven) had retirement benefits accruing under a defined contribution pension plan and no directors (2019: none) had benefits accruing under a defined benefit pension scheme.

The directors are all appointed by the Shareholders and did not receive any emoluments in relation to their services to the Group.

25 Retirement benefit obligations

Although the Group primarily operates defined contribution plans, it also has defined benefit arrangements in the USA, Italy, Poland and Switzerland, which are subject to the country's regulatory frameworks. The assets of the defined benefits schemes are held separately from those of the Group, being invested with independent investment companies in trustee administered funds.

The principal average rate assumptions made by the actuaries at the balance sheet date were:

	2020	**2019**
Discount rate	1.2%	1.4%
Rate of inflation	1.0%	1.6%

At 31 December 2020, the mortality assumption used to determine pension liabilities is based on the most recent mortality tables applicable to the pension schemes.

Notes to the financial statements (continued)
for the year to 31 December 2020

25 Retirement benefit obligations (continued)

The amounts recognised in the balance sheet are determined as follows:

	2020	2019
	$m	$m
Present values of funded obligations	18.0	21.4
Fair value of scheme assets	(9.1)	(10.5)
Net liabilities	**8.9**	**10.9**

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	2020	2019
Equity securities	33.4%	14.8%
Fixed Income Securities	44.4%	48.3%
Cash	22.2%	36.9%
	100%	100%

The amounts recognised in the income statement are as follows:

	2020	2019
	$m	$m
Current service cost included within employee benefits expense	0.6	0.6
Interest cost	0.4	0.5
Interest income on scheme assets	-	0.1

The employee benefits expense is included within administrative expenses in the income statement.

Changes in the present value of the defined benefit liability are as follows:

	2020	2019
	$m	$m
Present value of funded obligations at 1 January	21.4	22.1
Current service cost	0.6	0.6
Interest cost	0.4	0.5
Remeasurements		
- actuarial (gains)/losses arising from changes in financial assumptions	(0.6)	(0.6)
- actuarial (gains)/losses arising from changes in experience	0.3	2.0
Other adjustments and past service costs	(1.1)	(0.5)
Benefit payments	(1.2)	(1.7)
Plan curtailments	(2.5)	(1.1)
Exchange movements	0.7	0.1
Present value of funded obligations at 31 December	**18.0**	**21.4**

Notes to the financial statements (continued)
for the year to 31 December 2020

25 Retirement benefit obligations (continued)

Changes in the fair value of scheme assets are as follows:

	2020	**2019**
	$m	$m
At 1 January	10.5	11.2
Interest income on scheme assets	-	0.1
Contributions	0.6	0.5
Employee contributions	0.1	0.1
Plan curtailments	(2.5)	(1.1)
Benefits paid	(0.6)	(1.2)
Re-measurement gain on scheme assets	-	0.9
Expected return on assets	0.8	-
Exchange movements	0.2	-
Fair value of scheme assets at 31 December	**9.1**	**10.5**

Analysis of the movement in the balance sheet liability:

	2020	**2019**
	$m	$m
At 1 January	(10.9)	(10.9)
Current service cost	(0.6)	(0.6)
Finance cost	(0.4)	(0.4)
Past service payments	1.1	1.1
Plan curtailments	-	(1.1)
Contributions	0.6	0.5
Benefit payments	0.6	0.5
Recognised through Comprehensive Income	1.1	-
Exchange movements	(0.4)	-
Fair Value at 31 December	**(8.9)**	**(10.9)**

There are no contributions expected to be paid during the financial year ending 31 December 2021.

There were plan curtailments in the year due to restructuring in one of the Ethos entities which resulted in a number of employees no longer being included in the pension plan.

Notes to the financial statements (continued)
for the year to 31 December 2020

25 Retirement benefit obligations (continued)

Scheme risks
The retirement benefit scheme is exposed to a number of risks, the most significant of which are:

Volatility
The defined benefit obligation is measured with reference to corporate bond yields and if scheme assets underperform relative to this yield, this will create a deficit, all other things being equal. The scheme investments are well diversified such that the failure of a single investment would not have a material impact on the overall level of assets.

Changes in bond yields
A decrease in the corporate bond yields will increase the defined benefit obligation. This would however be offset to some extent by a corresponding increase in the value of the scheme's bond asset holdings.

Inflation risk
The majority of benefits in deferment and in payment are linked to price inflation so higher actual inflation and higher assumed inflation will increase the defined benefit obligation.

Life expectancy
The defined benefit obligation is generally made up of benefits payable for life and so increases to members' life expectancies will increase the defined benefit obligation all other things being equal.

Sensitivity of the retirement benefit obligation
The impact of changes to the key assumptions on the retirement benefit obligation is shown below. The sensitivity is based on a change in an assumption whilst holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension obligation recognised in the Group balance sheet.

Assumption	**2020 Change**	**2020 Impact on Obligation**	**2019 Change**	**2019 Impact on Obligation**
Discount Rate	0.5%	**$0.0m**	0.5%	**$0.6m**

Pension costs for defined contribution plans are as follows:

	2020	**2019**
	$m	$m
Defined contribution plans	**8.9**	**10.9**

There were no material contributions outstanding at either 31 December 2020 or 2019 in respect of the defined contribution plans.

Notes to the financial statements (continued)
for the year to 31 December 2020

26 Operating lease commitments – minimum lease payments

	Group		Company	
	2020	**2019**	**2020**	**2019**
	$m	$m	$m	$m
Amounts payable under non-cancellable operating leases due:				
Within one year	0.1	9.4	-	-
Later than one year and less than five years	-	0.1	-	-
After five years	-	0.1	-	-
	0.1	**9.6**	**-**	**-**

The Group leases various offices and facilities under non-cancellable operating lease agreements. The leases have various terms, escalation clauses and renewal rights. The Group also leases vehicles, plant and equipment under non-cancellable operating lease agreements.

27 Contingent liabilities

At the balance sheet date the Group had extended cross guarantees to its principal bankers in respect of facilities provided to subsidiaries.

From time to time and in the normal course of business the Group is notified of legal claims in respect of work carried out. For a number of these claims the potential exposure is significant. Where management believe that the Group is in a strong position to defend such claims no provision is made. At any point in time there are a number of claims where it is too early to assess the merit of the claim, and hence it is not possible to make a reliable estimate of the potential financial impact.

28 Capital and other financial commitments

	2020	**2019**
	$m	$m
Contracts placed for future capital expenditure not provided in financial statements	**-**	**-**

29 Ultimate controlling parties
The Company is ultimately 51% owned by John Wood Group PLC a company listed in the UK and 49% by Siemens Gas and Power Gmbh & Co. Kg. a company listed in Germany. Whilst John Wood Group PLC has a 51% shareholding in the Group certain significant decisions affecting the group requires unanimous consent from both shareholders. As a result no shareholder has control and the business is therefore regarded as a joint venture by the Shareholders.

Ethos Energy Group Limited is the parent undertaking of the smallest and largest group to prepare consolidated financial statements.

30 Subsidiaries and joint ventures
The Group's subsidiaries and joint ventures at 31 December 2020 are listed on following pages.

Notes to the financial statements (continued)
for the year to 31 December 2020

Name of entity	Country of Incorporation	Ownership interest %	Relationship
EthosEnergy Accessories and Components, LLC: CSC - 502 E. John Street, Carson City, NV 89706	USA	100%	Subsidiary
EthosEnergy Field Services, LLC: CSC - 502 East John Street, Carson City, Nevada, 89706	USA	100%	Subsidiary
EthosEnergy Light Turbines, LLC: CSC - 320 Somerulos Street, Baton Rouge, LA, 70802-6129	USA	100%	Subsidiary
EthosEnergy Power Operations (West) LLC: 2215-B Renaissance Drive, Las Vegas NV 89119	USA	100%	Subsidiary
EthosEnergy Power Plant Services, LLC: CSC Services of Nevada, Inc. 2215 -B Renaisance Drive, Las Vegas NV 89119	USA	100%	Subsidiary
EthosEnergy Power Solutions, LLC: CSC - 2215-B Renaissance Drive, Las Vegas NV 89119	USA	100%	Subsidiary
EthosEnergy GTS Holdings (US), LLC: Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808	USA	100%	Subsidiary
EthosEnergy TC Inc: Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808	USA	100%	Subsidiary
EthosEnergy (USA), LLC: CSC - Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808	USA	100%	Subsidiary
EthosEnergy US Group Inc: 3100 S Sam Houston Pkwy E, Houston, TX 77047	USA	100%	Subsidiary
EthosEnergy USA Holdings, Inc: Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808	USA	100%	Subsidiary
Gas Turbine Efficiency LLC: Corporation Trust Company, 1201 Hays Street, Tallahassee, FL 32301	USA	100%	Subsidiary
Gas Turbine Efficiency, Inc: Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808	USA	100%	Subsidiary
Shanahan Engineering Inc: Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808	USA	100%	Subsidiary
Wood Group Pratt & Whitney Industrial Turbine Services, LLC: CSC - Connecticut, 50 Western Street, Hartford, CT 06120-1537	USA	49%	Joint venture
EthosEnergy (GBR) Limited: Ethos House Craigshaw Business Park, Craigshaw Road, West Tullos Industrial Estate, Aberdeen, AB12 3QH	UK	100%	Subsidiary
EthosEnergy Investments Limited: Unit 3 Berkeley Business Park, Wainwright Road, Worchester, WR4 9FA	UK	100%	Subsidiary
EthosEnergy Light Turbines Limited: Unit 3 Berkeley Business Park, Wainwright Road, Worchester, WR4 9FA	UK	100%	Subsidiary

Notes to the financial statements (continued)
for the year to 31 December 2020

Name of entity	Country of Incorporation	Ownership interest %	Relationship
EthosEnergy (Middle East) Limited: Ethos House Craigshaw Business Park, Craigshaw Roaf, West Tullos Industrial Estate, Aberdeen, AB12 3QH	UK	100%	Subsidiary
EthosEnergy (MEA) limited: Ethos House Craigshaw Business Park, Craigshaw Roaf, West Tullos Industrial Estate, Aberdeen, AB12 3QH	UK	100%	Subsidiary
EthosEnergy Overseas Limited: Ethos House Craigshaw Business Park, Craigshaw Roaf, West Tullos Industrial Estate, Aberdeen, AB12 3QH	UK	100%	Subsidiary
EthosEnergy US Holdings Limited: Ethos House Craigshaw Business Park, Craigshaw Roaf, West Tullos Industrial Estate, Aberdeen, AB12 3QH	UK	100%	Subsidiary
Gas Turbine Efficiency Limited: Unit 3 Berkeley Business Park, Wainwright Road, Worchester, WR4 9FA	UK	100%	Subsidiary
EthosEnergy S.A: ESTUDIO BECCAR VARELA Edificio Republica, Tucuman 1, piso 4 Buenos Aires C1049AAA , Argentina	Argentina	100%	Subsidiary
EthosEnergy Australia Pty Ltd : 240 St Georges Terrace, Perth WA 6000	Australia	100%	Subsidiary
Gentech Services Limited: 3rd Floor, Omar Hodge Building, Wickhams Cay 1, PO Box 362, Road Town, Tortola, British Virgin Islands	British Virgin Islands	100%	Subsidiary
EthosEnergy Sdn Bhd: 6th Floor, Bangunan Hj Amed Laksamana Othman, 38-39 Jalan Sultan, Bandar Seri Begawan, BS 8811, Brunei Darussalam	Brunei	100%	Subsidiary
EthosEnergy (Canada), Ltd: Taylor McCaffrey LLP 9th floor - 400 St. Mary Avenue, Winnipeg, MB R3C 4K5	Canada	100%	Subsidiary
EthosEnergy de Chile SA: Av. Andres Bello 2711, piso 8, Las Condes, Torre Costanera, CP 7550611, Santiago Chile	Chile	100%	Subsidiary
EthosEnergy de Colombia SAS: Carrera 19 #118-95 office 401 BOGOTA COLOMBIA	Colombia	100%	Subsidiary
EthosEnergy Egypt LLC: Raya Office Building, Land No. 13 Banking Sector, First Floor El Tagamu, El Khames, New Cairo, Egypt	Egypt	100%	Subsidiary
EthosEnergy GmbH: Geitlingstrasse 115, 45472 Mulheim, Germany	Germany	100%	Subsidiary
Shanahan Engineering Limited: West Pier Business Campus, Block 1, 3rd Floor, Old Dunleary Road, Dun Laoghaire, Co.Dublin, A96 F8CO	Ireland	100%	Subsidiary
Shanahan Engineering Services Limited: West Pier Business Campus, Block 1, 3rd Floor, Old Dunleary Road, Dun Laoghaire, Co.Dublin, A96 F8CO	Ireland	100%	Subsidiary
Shanahan Engineering Group: West Pier Business Campus, Block 1, 3rd Floor, Old Dunleary Road, Dun Laoghaire, Co.Dublin, A96 F8CO	Ireland	100%	Subsidiary
EthosEnergy Holdings (Ireland) Limited: West Pier Business Campus, Block 1, 3rd Floor, Old Dunleary Road, Dun Laoghaire, Co.Dublin, A96 F8CO	Ireland	100%	Subsidiary
EthosEnergy Italia SpA: Corso Romania, 661, 10156 Torino, Italy	Italy	100%	Subsidiary
EthosEnergy Oman Limited: 28 Esplanade, St Helier, Jersey JE2 3QA	Jersey	100%	Subsidiary
EthosEnergy Kazakhstan LLP: 2 Azattyk Str., Annex 3, 2nd Floor, City of Atyrau, 060002, Republic of Kazakhstan	Kazakhstan	100%	Subsidiary
KTR-EthosEnergy LLP: 2 Azattyk Str., Annex 3, 2nd Floor, City of Atyrau, 060002, Republic of Kazakhstan	Kazakhstan	50%	Joint venture

Notes to the financial statements (continued)
for the year to 31 December 2020

Name of entity	Country of Incorporation	Ownership interest %	Relationship
TurboCare Kosovo LLC: Ulpiana, C7 H5 nr.2, Prishtine, Kosovo	Kosovo	100%	Subsidiary
EthosEnergy de Mexico SA de CV: Bolsa Mexicana de Valores Paseo de la Reforma 255 Piso 4. Col. Cuauhtemoc, 06500 Mexico, D.F. Mexico	Mexico	100%	Subsidiary
Proyectos Especializados de Generación EEG, S.A. de C.V: Insurgentes Sur 619 Piso 10, Col. Napoles, Delegacion Benito Juarez, Mexico. D.F	Mexico	100%	Subsidiary
EthosEnergy B.V. : Industrieplein 3, 7553LL, Hengelo, Netherlands	Netherlands	100%	Subsidiary
EthosEnergy and Partner LLC: Al Madina Business Centre, Muscat Al Khawair Grand Mall, PO Box 460, Postal Code 115, Building No 30/6, Street 235, Block 235, Plot No: 6401/25	Oman	70%	Subsidiary
EthosEnergy Poland SA: Powstanców Slaskich 85, Lubliniec 42-701, Poland	Poland	100%	Subsidiary
EthosEnergy Sp. Z.o.o: Str. Paprotna 12a, Wroclaw 51-117, Poland	Poland	100%	Subsidiary
EthosEnergy LLC: PO Box 24762, Street 38-Gate 91, Industrial Area, Doha, Qatar	Qatar	49%	Joint venture
EthosEnergy Arabia Limited- Al- Khobar, Postal Code: 11595, PO Box 62982	Saudi Arabia	100%	Subsidiary
EthosEnergy Turbines Singapore Pte. Limited - One Marina Boulevard, #28-00, Singapore	Singapore	100%	Subsidiary
Shanahan Engineering South Africa (PTY) limited: Unit G-G001 Ground Floor Hyde Park Lane Cnr Jan Smuts and William Nicol Dr Johannesburg 2196 South Africa	South Africa	74%	Subsidiary
Gas Turbine Efficiency AB: QuickOffice, Rasta Strandvag 13C, Solna, Stockholm, Sweden	Sweden	100%	Subsidiary
Gas Turbine Efficiency Sweden AB: QuickOffice, Rasta Strandvag 13C, Solna, Stockholm, Sweden	Sweden	100%	Subsidiary
EthosEnergy AG: Industriestrasse 7, CH-5432, Neuenhof, Switzerland	Switzerland	100%	Subsidiary
EthosEnergy (Thailand) Limited: 39/9 Sermsuwan Road, Tambol Maptaphut, Rayong, 21150, Amphur Mueang, Thailand	Thailand	100%	Subsidiary
EthosEnergy APAC IBC Limited - No. 123 Suntowers B Building, 32 Floor, Room no. 3201-3202, Vibhavadi-Rangsit Rd, Chomphon, Chatuchak	Thailand	100%	Subsidiary
Shanahan Engineering Turkey STI: Yasamkent, 3072 Street No. 22, Cayyolu Yenimahalle, Ankara, Turkey	Turkey	100%	Subsidiary
EthosEnergy (Abu Dhabi) LLC - M15 Plot 31, Musaffah Industrial Area, Mussaffah	United Arab Emirates	49%	Joint venture

All entities either provide or facilitate the Group's services of power plant engineering, procurement and construction; facility operations and maintenance; equipment repair, overhaul, upgrade and life extension; and project decommissioning with the exception of Wood Group Pratt & Whitney Industrial Turbine Services LLC which operates an engine overhaul and repair facility for industrial gas turbine engines.