

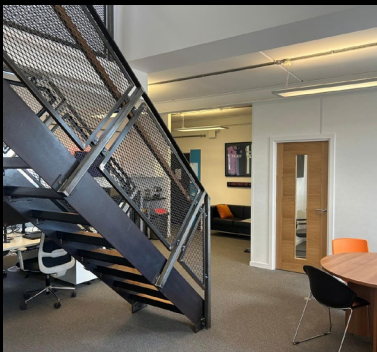
TEXO TALK

APRIL 2026

**GROWTH MEANS KNOWING
WHAT TO LEAVE BEHIND**

**VICTORY IN THE NORTH:
TOMMY HODGSON
DOMINATES**

**TEAM UP WITH TEXO IN
ACTION: RAINBOW CITY
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THE ARCHIE FOUNDATION**



**SCOTTISH CONSERVATIVE
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VISITS TEXO INVERURIE**

GROWTH MEANS KNOWING WHAT TO LEAVE BEHIND



Chris Smith
TEXO Managing Director

In any growing business, there comes a point where ambition meets reality – and leadership is defined not by what you start, but by what you're willing to stop. For TEXO, that moment came with the decision to close fabrication operations at Blyth. It wasn't a decision taken lightly. Far from it.

The Challenge Behind the Decision

Blyth had been part of the TEXO journey for years. There was strong local talent, established relationships, and a genuine desire to make it work. Significant time, energy, and resource had been invested into building a successful fabrication operation. But despite sustained effort, the model wasn't delivering.

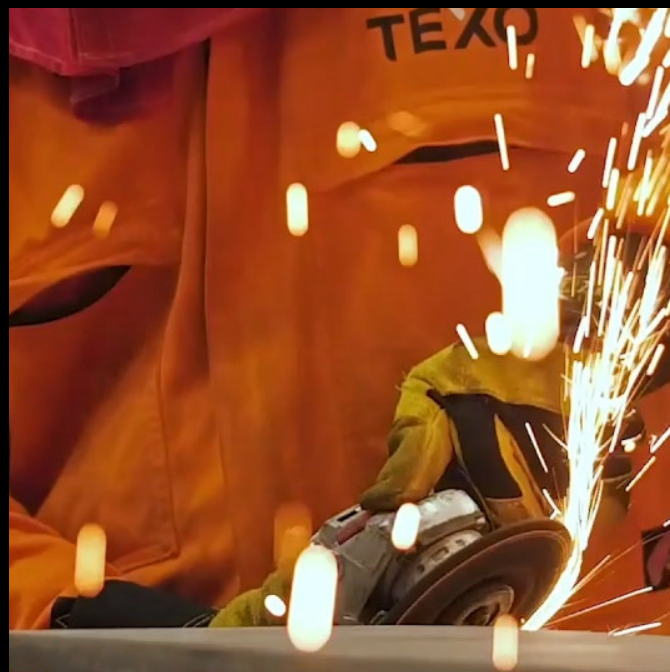
Fabrication, by its nature, is complex and resource-intensive. Running a single high-performing facility is challenging enough – running two, while trying to optimise both, adds a layer of operational strain that can dilute focus and impact performance.

Over time, it became clear that continuing down that path would mean ongoing inefficiencies, continued losses, and – most importantly – distraction from areas of the business that were performing strongly and showing real growth potential.

Refocusing on Strength

At the same time Blyth was facing challenges, TEXO's Dundee facility was going from strength to strength.

With established processes, strong client alignment, and the capability to support major contracts, Dundee had become a critical hub – particularly in



light of new opportunities requiring proximity, scale, and readiness.

Rather than splitting attention across two fabrication sites, the decision was made to consolidate operations – focusing fabrication activity through Dundee, where the business was already performing at a high level. This wasn't about stepping back from fabrication. It was about delivering it better.

A Strategic Shift, Not a Withdrawal

Closing fabrication at Blyth does not mean walking away from the region.

TEXO continues to maintain a presence in the area, with a new office supporting ongoing services and creating a base for future opportunities. Recruitment operations, in particular, remain active and continue to build on a strong local client base. The relationship with the Port of Blyth also remains important. There is still flexibility to support project-based work when it makes sense operationally and commercially. In that sense, this is not an ending – it's a reset.

The Reality of Leadership

Decisions like this are never purely commercial. They carry weight – personally and professionally. There's a natural inclination in any business to keep pushing, to keep trying to make something work, especially when good people are involved and significant effort has already been invested. But effective leadership requires clarity.

It requires recognising when something isn't delivering the return it should, and having the discipline to act – even when that decision is difficult.

Because every hour, every resource, and every piece of attention spent trying to fix one area is time not spent growing another.

Creating Space for Growth

One of the key drivers behind the decision was the opportunity cost. By stepping back from a struggling operation, TEXO can redirect focus and investment into areas that are gaining real traction – whether that's Asset Lifecycle Management, utilities, or major framework agreements.

These are the parts of the business that are driving forward momentum. They are scalable, aligned with market demand, and positioned for long-term growth. Creating space to accelerate those areas is essential.

Looking Forward

Reshaping the Blyth operation is part of a broader evolution within TEXO. It reflects a business that is becoming more focused, more disciplined, and more intentional about where it invests its time and energy.

Importantly, it also reflects a willingness to make tough decisions in pursuit of long-term success. Because growth isn't just about expansion. It's about alignment. And sometimes, the most important step forward is knowing what to leave behind.



STRATEGIC PRESENCE AT THE PORT OF BLYTH

We are pleased to highlight our permanent equipment hub at the Port of Blyth, a strategic move designed to enhance our responsiveness and visibility within the region's busiest maritime corridor.

By basing our specialised assets directly at the Port, we ensure that every vessel entering the harbor sees the TEXO standard in action. More importantly, it allows us to offer our clients unrivaled deployment speeds for both offshore and onshore projects.

Rapid Deployment, Total Self-Sufficiency

Our fleet at the Port of Blyth consists of bespoke modular workshops, rope access stores, and asset lifecycle management mobilisation containers. These units are engineered for versatility – they can be rapidly deployed to quaysides, transferred directly onto vessels, or mobilised to onshore sites at a moment's notice.

Each container serves as a fully self-sufficient operational hub, equipped with:

- Certified Rope Access Equipment
- Rigging Stores
- Asset Integrity & Survey Equipment

Supporting the North East

This local investment reinforces TEXO's commitment to the North East's industrial landscape. We continue to provide expert support across our core sectors:

- Energy & Renewables
- Utilities & Marine
- Aviation

Efficiency Without Compromise

For our customers, this means zero downtime. Having immediate access to these deployable assets significantly streamlines operational schedules. When the TEXO team arrives on-site, they arrive fully equipped with the certified gear necessary to execute the scope of work safely, effectively, and without delay.

"Our presence at the Port of Blyth ensures that when our clients need us, we aren't just ready to go—we're already there."

Alan Conway, TEXO Brand Executive



SCOTTISH CONSERVATIVE LEADER RUSSELL FINDLAY VISITS TEXO INVERURIE

In April, TEXO was pleased to welcome Russell Findlay, leader of the Scottish Conservatives, and Douglas Lumsden MSP to our Inverurie facility. The visit provided a vital platform to discuss the future of the energy sector and the essential role that industrial service providers like TEXO play in the UK's economic landscape.

During his tour of our premises, Mr. Findlay underscored his party's "cast-iron support" for the oil and gas industry, describing the sector and its workforce as the backbone of the region's economy.

A Focus on Modular Innovation

The visit showcased TEXO's integrated approach, particularly through our Workspace Solutions division. Based at the Inverurie hub, this team specialises in the bespoke design and fit-out of modular buildings – a critical component for both offshore assets and land-based infrastructure.

Richard Lamb, Divisional Director of TEXO Workspace Solutions, emphasized the importance of political engagement in ensuring the continued growth of these high-tech services.

"It was a pleasure to host Russell Findlay and Douglas Lumsden and demonstrate the precision and scale of our modular operations," said Richard Lamb. "At TEXO Workspace Solutions, we pride ourselves on our 'mass production of one-offs,' delivering highly specialised, high-quality environments for the energy sector. Having the support of policymakers who recognise the value of local engineering and the necessity of a stable energy industry is vital for us to continue investing in our people and our facility here in Inverurie."

Championing the Northeast Energy Sector

The visit was more than just a tour; it was a focused dialogue regarding the challenges facing the "beleaguered" oil and gas sector. Mr. Findlay emphasized that the Scottish Conservatives are committed to protecting the tens of thousands of jobs supported by the industry, resisting calls for an accelerated move away from fossil fuels that could risk the livelihoods of skilled workers.

"We are proud to stand with the men and women of the energy industry," Findlay remarked. He noted that companies like TEXO are instrumental in providing the high-level engineering and construction services required to maintain energy security while navigating the complexities of the energy transition.



CREATING IMPACT BEYOND CONSTRUCTION

In many businesses, conversations around "giving back" are often framed as corporate responsibility initiatives or community engagement programmes.

At TEXO, the philosophy is viewed rather differently.

The TEXO Foundation is not treated as something separate from the business or positioned as an external add-on to operational activity. Instead, it forms part of the wider culture of the organisation – influencing how teams think about projects, relationships and the role business can play beyond commercial delivery alone.

That distinction matters because purpose is increasingly judged through authenticity rather than visibility.

For organisations operating in sectors shaped by deadlines, cost pressures and operational demands, it can be easy for community impact to become secondary to commercial performance. But at TEXO, there remains a strong belief that the two do not need to exist in opposition to one another.

"We're not giving to get," says Richard Lamb, Divisional Director of TEXO Workspace Solutions.

"We're giving because we want to."

That principle shapes how the Foundation is understood internally and externally.

Rather than focusing on publicity or perception, the emphasis remains on contribution – supporting communities, creating opportunities and helping leave something positive behind through the work that is delivered.

"It's not a gimmick," Richard says. *"It's real."*

That authenticity is often visible in simple ways. Clients visiting TEXO facilities are introduced not only to projects and operational capability, but

also to the causes, organisations and communities the Foundation has supported over the years. Teams across the business see that commitment reflected consistently in day-to-day operations rather than reserved for occasional campaigns or announcements.

Over time, that consistency becomes cultural.

The Foundation is increasingly viewed not as a separate initiative, but as part of the identity of the business itself.

Richard describes it as *"a fundamental core part of who we are and what we are."*

That perspective also changes how success is measured around projects and delivery. Commercial performance remains essential, but there is also recognition that projects can create wider value beyond the physical asset being delivered. Sometimes that value comes through practical support, community engagement or simply taking the opportunity to contribute something meaningful during the course of a project.

"If I built a school and we never made any money on it," Richard says, *"we would still walk away knowing we had given something."*

That mindset reflects a broader understanding of what delivery can mean.

A completed project is not always remembered solely for programme milestones or commercial outcomes. Often, it is the human interactions around a project that leave the strongest impression.

One example came during a school project in Glasgow. What began as a straightforward building programme gradually developed into a much closer relationship with the school community itself. TEXO teams engaged directly with pupils and staff, contributed additional support and became part of the wider environment around the project.

By the end of the build, relationships had formed naturally through day-to-day interaction – from shared conversations to children leaving drawings and messages for site teams. Importantly, none of that had been designed as a formal campaign. It happened because people chose to engage.

That reflects an important aspect of the Foundation's philosophy: meaningful impact does not always need to come through large-scale gestures. Often, smaller and more direct acts create the most lasting effect.

That same approach is also influencing client relationships.

Increasingly, organisations working alongside TEXO are not only recognising the Foundation's role within the business – they are actively looking to become involved themselves.

"We're now seeing more companies we work with wanting to join in as well," Richard says.

That evolution is significant because it moves community impact beyond individual organisations and toward shared collaboration.

When values become part of working relationships, partnerships often deepen. Conversations become more open, relationships become more personal and businesses begin identifying opportunities to contribute collectively rather than independently.

At TEXO, the Foundation is increasingly helping create those connections.

Once delivery relationships are established, there is often an opportunity to extend collaboration beyond the project itself – supporting schools, charities, local initiatives and wider community efforts connected to the environments in which TEXO operates.

There is also a more personal dimension behind why this matters so strongly within the business.

Richard reflects on TEXO's work supporting the Archie Foundation and Aberdeen Children's Hospital, and how shortly afterwards his own family experienced the reality of intensive care first-hand.

That experience reinforced something important.

Seeing the impact of support from both sides – as contributors and as people directly affected by care and compassion – strengthened the belief that meaningful giving can have consequences far beyond what organisations initially see.

"That's when you know you're 110% doing the right thing," Richard says.

Experiences like that help explain why the Foundation is viewed internally as something deeper than branding or corporate positioning.

It is about perspective.

It is about recognising that businesses have opportunities to contribute positively through the work they already do, the relationships they build and the environments they operate within.

That understanding also plays an important role in shaping culture across the wider organisation. Purpose influences how teams work together. It influences how clients experience the business. And it influences how communities remember the organisations operating within them.

Over time, those things matter. Buildings matter. Projects matter. Growth matters.

But when businesses also leave a positive impact behind – whether through support, relationships or contribution – they create a different kind of value altogether.

And in many cases, that is the value people remember longest.

TEXO WORKSPACE SOLUTIONS: PUTTING PEOPLE FIRST

For Richard Lamb, Divisional Director of TEXO Workspace Solutions, the foundation of a successful project isn't just the hardware – it's the people behind it. This week, Richard shared an insight into the culture that keeps his team connected and resilient.

The Power of the "Weekly Catch-Up"

At TEXO, we believe communication sits at the very heart of our operations. To turn this belief into action, the Workspace Solutions team gathers at the same time every week for a coffee and a roll.

While these sessions provide a vital update on departmental goals and wider TEXO news, their true value lies in the personal connection. It is a dedicated time to simply talk, catch up, and engage with one another on a level that goes beyond the daily "to-do" list.

Supporting Mental Health Awareness

With this being Mental Health Week, these gatherings take on even greater significance. We recognise the vital importance of coming together to listen, laugh, and support one another.

Whether an issue feels large or small, the team at Workspace Solutions knows that challenges are always easier to navigate when faced together. We are proud to foster an environment where everyone has a network of peers ready to offer a listening ear.

"Take time to talk, take time to listen, take time to support. Together we are one."

Richard Lamb, Divisional Director



TEXO FOUNDATION

GOOD LUCK, DEAN SUTHERLAND!

Everyone at TEXO would like to wish a massive good luck to Dean Sutherland, as he returns to the ring on **Saturday 16th May**.

Dean is set to face the undefeated Carl Fail in a highly anticipated 10-round Super Welterweight clash at the Eco-Power Stadium in Doncaster.

As many of our team and clients know, TEXO has been a proud sponsor of Dean's for several years. Through the TEXO Foundation, we have been honoured to support his transition from a full-time

electrician to a dedicated professional athlete. Dean's journey embodies the hard work and "get it done" attitude we value here at TEXO – from his early days winning world titles in kickboxing to his rapid rise through the professional boxing ranks.

"We've been part of Dean's journey for a long time now, and we are constantly blown away by his dedication and the way he represents both Aberdeen and TEXO. He has the heart of a champion, and we can't wait to see him under the lights in Doncaster."

Go get it, Dean! The whole TEXO team is behind you.

QUEENSBERRY
DAZN
FAIL
SUTHERLAND
DAVE vs GOLIATH
ALLEN vs HRGOVIC
SAT MAY 16 | ECO POWER STADIUM, DONCASTER
TICKETS.CLUBDONCASTER.CO.UK
Global NextTrade
RIYADH SEASON

TEXO FOUNDATION

VICTORY IN THE NORTH: TOMMY HODGSON DOMINATES

The TEXO team is celebrating another fantastic performance from one of our sponsored athletes, Tommy "The Hitman" Hodgson, who secured a commanding victory at Newcastle's Vertu Motors Arena last month.

Facing off against the tough and experienced Ally Lubanja, Tommy put on a boxing clinic in front of a home North East crowd. From the opening bell, Tommy's amateur pedigree was on full display. He controlled the pace and distance with precision, ultimately securing a clear decision victory that moves him one step closer to major domestic titles.

At TEXO, we are incredibly proud to support Tommy's journey. Born and raised in North Shields, Tommy's rise from a talented local footballer to a top-tier professional boxer is a testament to his discipline and resilience.

Alan Conway commented: "I first saw Tommy fight as a young amateur, and I've always admired his work ethic. We are extremely proud to be part of his professional journey, and his performance in Newcastle proved exactly why he is one to watch."

Congratulations, Tommy! We look forward to seeing what's next on your path to the top.



TEAM UP WITH TEXO IN ACTION: RAINBOW CITY TAXIS DRIVE SUPPORT FOR THE ARCHIE FOUNDATION

At the launch of **Team Up with TEXO**, we spoke about the power of collaboration – how businesses can come together, combining skills, resources and energy to create meaningful community impact. We are delighted to share an initiative to hit the road as a direct result of that event.

Following the launch, **Rainbow City Taxis** in Aberdeen submitted an inspiring idea: to put a dedicated vehicle on the road promoting the partnership between TEXO and **The Archie Foundation**.

Soon after, Rainbow City Taxis took delivery of a brand-new **Toyota Corolla Hybrid**. In a fantastic show of support, **Aberdeen FC** generously funded the full vehicle wrap, showcasing Team Up with TEXO and The Archie Foundation across the city.

The newly wrapped taxi is now proudly on the road in Aberdeen, raising awareness every day and demonstrating what can be achieved when local organisations unite behind a shared purpose. But the support goes even further.

Rainbow City Taxis has also committed to donating between 10 and 20 free taxi journeys each year for families travelling to or from the **Royal Aberdeen Children's Hospital**. For families facing challenging circumstances, reliable transport can ease stress and provide vital practical support – a simple gesture that can make a significant difference.

This initiative perfectly reflects the ethos behind Team Up with TEXO: community impact driven not only by financial contributions, but by collaboration, creativity and people power.

We would like to extend our sincere thanks to Rainbow City Taxis and Aberdeen FC for helping turn an idea into action. This is exactly what Team Up with TEXO is about – businesses working together to make a tangible difference in the communities we serve.

We look forward to sharing more stories like this as the initiative continues to grow.



TEAM PLAYERS OF THE MONTH

OFFICE BASED



Leanne Gauld

TEXO Recruitment

Everything Leanne does is genuinely for the benefit of the wider team and company. She continuously goes above and beyond in her role, whether that's starting early, staying late, or making herself available whenever needed. Her work ethic is second to none.

Leanne is always on hand to support Project Managers with mobilisation requirements, ensuring everything runs smoothly and efficiently. She approaches every task with a positive attitude and a real willingness to help others, no matter how busy she is.

She is the definition of a team player and a genuinely valued asset to the business.

IN THE FIELD



James Lamb

TEXO Asset Lifecycle Management

James Lamb has consistently demonstrated outstanding commitment over the years, and his hard work and dedication certainly have not gone unnoticed by me. He always remains focused and dependable, ensuring that the workflow continues to run smoothly and efficiently.

His ability to support the team, maintain a positive attitude, and keep operations moving forward deserves real recognition.

TEXO NEWS

ABERDEEN FC



APRIL RESULTS

ST. MIRREN **2-0** ABERDEEN

Premiership 4 Apr, SMISA Stadium

ABERDEEN **2-0** HIBERNIAN

Premiership 11 Apr, Pittodrie Stadium

ABERDEEN **1-0** KILMARNOCK

Premiership 25 Apr, Pittodrie Stadium



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