

## The history of Interserve

### Pre-1884: Before the beginning

1851: Frederick Augustus Hughes, a Custom House agent in Tower Street, London, enters into a Company Partnership Agreement with an established Lighterman, his brother-in-law Augustus Robert Edmonds.

1863: The partnership becomes a family business when Frederick Augustus Hughes's first son, Frederick William, is apprenticed to Augustus Robert Edmonds at the age of 14. He is joined by second son Augustus George in 1865 and third son Edmund in 1866.

1869: The business is growing successfully and, by mutual agreement, Augustus Robert Edmonds leaves and Frederick Augustus Hughes and his three sons trade under the name F A Hughes.

1875: Frederick Augustus dies and the company trades under the name FA Hughes & Company. In 1880 Frederick William Hughes is assumed lost at sea in a storm in New Zealand.

1881: The two remaining brothers move to larger, more prestigious offices and expand the business with the purchase of Providence Wharf at Greenwich, comprising moorings and a barge-building and -repair yard. Augustus takes responsibility for the building and repair while Edmund manages the Lighterage.



### 1884: Lighterage

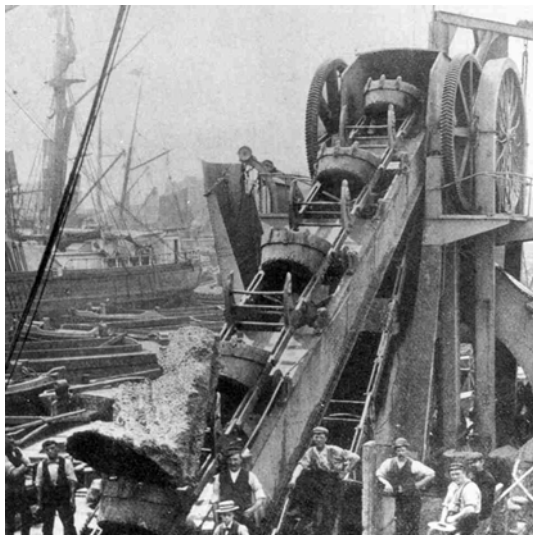
With the prospective opening of the new Tilbury Dock due in 1886, Edmund Hughes leaves the family business and, at the age of 32, forms **The London and Tilbury Lighterage Company Limited**, with himself as director and his older brother Augustus as a shareholder. This marks the beginning of the company that was ultimately to become Interserve.

**1887: Edmund Hughes**

The Board appoints Edmund Hughes as Managing Director. He holds this position for the next 30 years.

The goodwill in FA Hughes & Company's lighterage business is initially leased to, and subsequently bought by, The London and Tilbury Lighterage Company.

Meanwhile Augustus Hughes is still running Providence Wharf as FA Hughes & Company and purchases a sailing ketch named "Triumph" - the first of the Tilbury fleet which continues for a further 80 years.



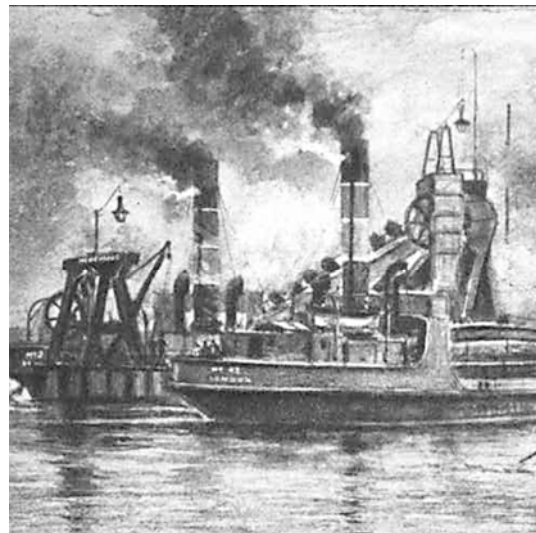
**1888: Dredging**

Edmund Hughes secures a contract with the Port of London to remove dredged ballast. He undertakes a major programme to build and obtain the necessary barges to fulfil the contract - the first vessels in what was to become the largest fleet of barges on the Thames.

The company continues to be the premier lighterage contractor on the Thames and gains a reputation as a leading dredging contractor.

**1896: Name change**

In order more accurately to reflect its business the company changes its name to **The London and Tilbury Lighterage Contracting and Dredging Company Limited.**





1904: TC&D Co Ltd:

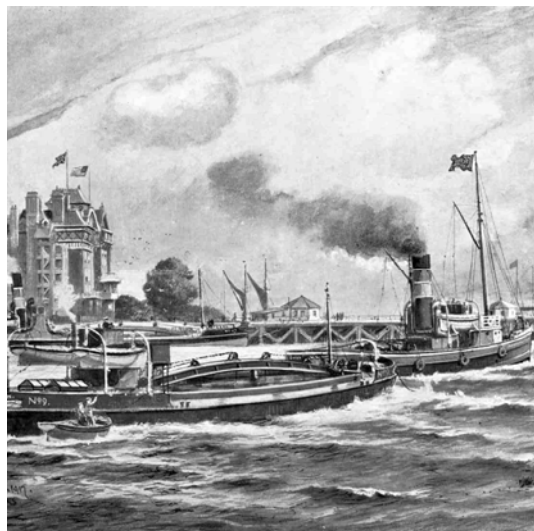
The company changes its name to Tilbury Contracting and Dredging Company Limited.

1906: Quarrying:

Augustus Hughes, in failing health, sells FA Hughes & Company to Tilbury Contracting and Dredging Company. This includes two stone quarries, in Inverkeithing, Fife, and Maidstone, Kent, which Augustus had acquired to diversify his business - they supply materials for road building.

The combined business is registered at Companies House for the first time, as Tilbury Contracting and Dredging Company (1906) Limited.

Augustus dies.



1908: Steam

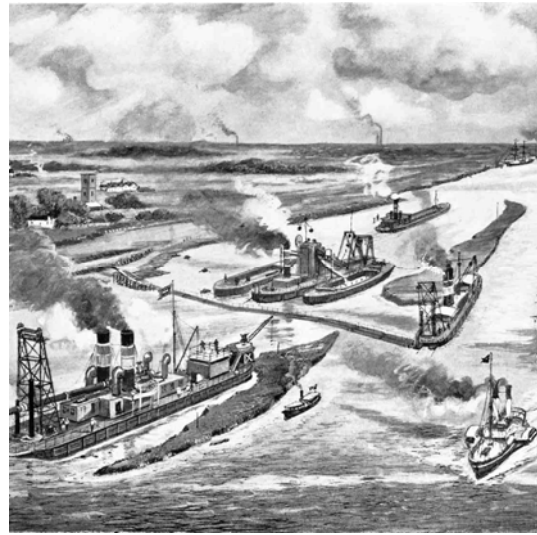
Traditional sailing barges are fast being replaced by steam-powered craft.

The company name is changed back again to Tilbury Contracting and Dredging Company, Limited. This remains its name for the next 56 years.

### 1909: Becoming international

The company secures a contract with the French government for the diversion and improvement of a section of the River Loire between Nantes and St Nazaire. This includes the removal and disposal of five islands, one over a mile long. The project lasts for five years.

This is the first move in an international expansion of the dredging business which, over the next 50 years, takes the company to many countries including Argentina, Palestine, Egypt, Kuwait, Qatar, Bahrain, Yemen, India, Pakistan and Burma.



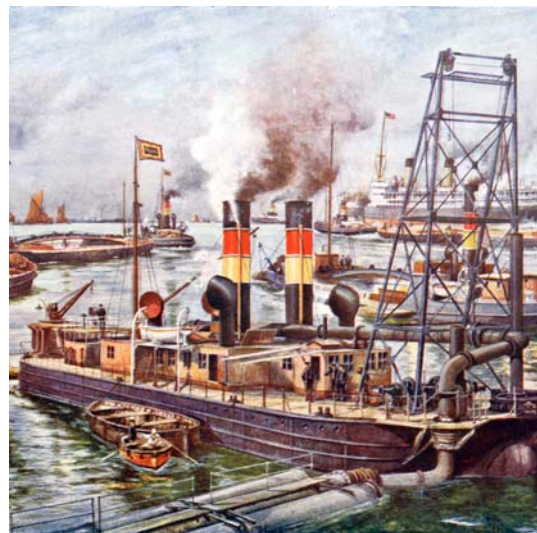
### 1912: Dreadnought Wharf

By this time the company has significantly increased its business overseas with dredging being carried out in Canada, South America, the eastern Mediterranean and Australia.

The company purchases Dreadnought Wharf for the maintenance and repair of its vessels. (During both World Wars much of the wharf's effort was focused on the construction and repair of small naval ships for the Admiralty, while the machine shops turned out components for minesweepers and other craft.)

### 1916: Change at the helm

Edmund Hughes, founder of the company, dies and is succeeded as Managing Director by his son, Arthur Mumford Hughes, who remains in charge of the company for 30 years.





#### 1924: E.A.R.A.T.

With the increasing number of motor vehicles on the road, miles of roadways require metalling and the East Anglian Roadstone and Transport Company (EARAT) is formed. Initially the fleet of lorries was used solely for transporting material from the Scottish quarries but this was soon augmented by the acquisition of plant for road laying and tar-coating.

#### 1930s: Lighterage in decline

Lighterage is now in decline, although the company is kept busy with the transport of sugar for Tate & Lyle. It also remains active dredging materials for the Port of London Authority and has large-scale dredging operations overseas.

The company buys wastelands at Tilbury for the disposal of dredged materials and refuse from the many London boroughs with which it has refuse removal contracts.

In 1938 Tate & Lyle decides to carry out its own lighterage and, rather than building its own vessels, makes an attractive offer to purchase the company's fleet of fine goods barges and tugs. This marks the end of the company as a major lighterage contractor, although the rough good vessels are retained for refuse disposal and land reclamation and Dreadnought Wharf continues to build barges.





### 1940s/1950s: Road building

Michael Charles Hughes, managing director Arthur Hughes's son, joins the company. Michael is the final link to the company's founding family.

With much of its fleet requisitioned by the Navy the company invests in plant and machinery to enter the civil engineering business. The subsidiary Tilbury Construction Company is formed.

The contract with the Port of London facilitates the continuing deposit of ballast at Tilbury and the wasteland rapidly becomes reclaimed land. It is purchased by Esso in 1957 for a substantial sum in order to build a refinery and oil terminal.

In 1955 the Port of London Authority signals its intention to undertake its own dredging work. The company diversifies and acquires several companies engaged in civil engineering and building work.

The company's road building grows with the purchase of a transport fleet from a previously nationalised company. This is combined with the existing East Anglian Roadstone and Transport Company to create Tilbury Roadstone Company.

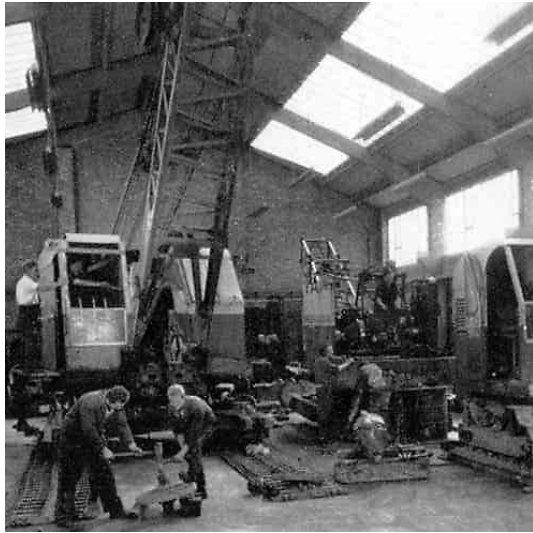
### 1960s: Growth of contracting

In 1964 the Port of London Authority dredging contract finally ends, marking the end of the company as a dredging contractor in the UK. However, the diversification undertaken in the late 1950s has replaced that revenue stream. With the increased activity in civil engineering, public works contracting and building, in the same year the company changes its name to **Tilbury Contracting Group Limited**.

The company now focuses on civil engineering contracting. With depots spread over the eastern and southern counties it carries out a wide range of contracts including sewage schemes, sewage disposal works, roads, bridges and sea defence work.

The Building division, comprising Tilbury Building and Tilbury Daws, is brought under one management and undertakes the construction of flats, houses and other buildings for private developers and local authorities. The division is awarded its first contract involving the use of the 'Frameform' industrialised housing system for which the licence was acquired in 1967.





### 1973: Further diversification

Engineering and building contracts are undertaken in both public and private sectors.

Tilbury Plant International is set up for the purposes of export trading in used and reconditioned plant.

The road surfacing activities of the company expand with new production plants being established in Suffolk and Essex. An associate company, RT Roadstone, is established.

### 1976: End of an era

Michael Hughes dies on 12 December. He was the grandson of Edmund Hughes who, along with his brothers, founded the business. Michael's death breaks the company's last remaining link with the Hughes family.

Estate development activities are expanded with the acquisition of two companies, A E Whichello and A E W (Developments).



### 1981: Plc

Following the entry into law of the Companies Act of 1980 requiring limited companies to re-register as either public or private, the company changes its name to **Tilbury Contracting Group Public Limited Company**.

Later in the year the company decides to change it again to **Tilbury Group Public Limited Company** in order to reflect the fact that the group's activities go significantly beyond simple contracting. The group reorganises and sets up five divisions: Construction, Roadstone, Plant, Mechanical Services and Property.

### 1983: Expansion

The Group acquires Lane Brothers (Mansfield), providing a long-established base from which to expand the Group's specialist construction activities in the Midlands and north England. This is enhanced by the acquisition of a plant depot in Warrington formerly owned by the Bernard O'Brien Group.

The Property division assumes greater importance and now comprises: Grandwall Properties, a company acquired in 1975 undertaking property conversion and sale; Tilbury Developments undertaking residential development, largely in the south-east; and a new subsidiary, Tilbury Estates, undertaking commercial, retail and industrial development.



Tilbury Group  
Public Limited Company  
1884 - 1984  
**CENTENARY  
DINNER**



EDMUND HUGHES — the Founder  
Managing Director 1884 - 1916

### 1984: Centenary

It is now 100 years since Edmond Hughes formed London and Tilbury Lighterage Company Limited and the Group celebrates its centenary.

Civil engineering activities see a growth in work for the national transportation network.

In addition to its business in the south-east, the Property division expands its house-building activities to other parts of England and to Scotland.

### 1985: Historic repair

Refurbishment projects undertaken include extensive structural repair work to 52-55 Newington Green, London. This Grade-1-listed building comprises four terraced houses and is the oldest surviving brick terrace in the city, having been built in 1658 and pre-dating the Great Fire of 1666.

With overseas plant markets in decline Tilbury Plant International, established in 1973 to sell used and reconditioned plant, is closed.

The Construction division increases its market penetration and Tilbury Construction (City) is formed specialising in refurbishment for the City and central London.







### 1986: Restructuring

The Group undertakes a series of moves to reposition itself for the markets it best-suited to address.

The aggregate interests Tilbury Roadstone and RT Roadstone are sold. This ends the Group's involvement in the sector which began with the formation of the East Anglian aggregates business in 1924.

West's Group International Plc is acquired as its civil engineering interests, comprising contracting and manufacturing activities, are complementary to those of the Group. This includes Westpile which offers a wide range of piling techniques and is one of the largest British companies in this field.

The Group also acquires the Scottish division of the Christian Salvesen housing development business, enabling the accelerated expansion of the group's housing development activities.

Tilbury Mechanical Services and Tilbury Construction (City) merge to form Tilbury (City), specialising in building refurbishment and mechanical services work in the private and public sectors in London.

The Group now comprises two main divisions: construction and property.

### 1989: Defence and attack

The Group successfully defends a takeover bid from the construction company Lilley.

It acquires Clough Smith, an established heavy electrical and civil engineering contractor.

The Group reduces its house building activities in the South but the Property division flourishes in Scotland.

A large number of water and pollution-control contracts are undertaken for the UK's water authorities as they work to meet European quality standards.





### 1990: Germany and Spain

Tilbury Water Treatment is formed which brings together the expertise of Tilbury Construction in the field of design and construction of water and sewage products.

Philipp Holzmann, Germany's largest construction company, acquires 29% of Tilbury's issued share capital. This leads to the expansion of the Group's Spanish activities and the creation of two joint ventures: Actursa, for commercial, retail and residential developments with Spanish property developer Grupo Monthisa; and Jotilsa, for construction with Philipp Holzmann and Spanish constructor Jotsa. (Philipp Holzmann retains its interest until 1997, when it decides to sell its shares rather than attempt to acquire the remaining share capital.)

The majority of the Property division's assets are sold.

### 1991: Tilbury Douglas

The Group acquires RM Douglas Holdings, a construction and civil engineering business, and changes its name to **Tilbury Douglas Plc**. The acquisition brings with it joint ventures in Oman (Douglas OHI) and United Arab Emirates (Khansaheb), both established in 1981.



### 1996: Qatar

The Group establishes Gulf Contracting as a joint venture in Qatar undertaking building and civil engineering projects for large international clients.

### 1998: How Group

The Group acquires How Group, introducing facilities management and engineering services.

MTM, acquired as part of the How Group, is combined with the existing TDFM healthcare services and Tilbury (City) to create Interserve, providing an integrated approach to the provision of facilities services.



### 1999: Bandt Group

The Group acquires Bandt Group, providing industrial and equipment services.

The acquisition includes Kwikform, a UK market leader in non-industrial access scaffolding. Kwikform is merged with RMD to create RMD Kwikform.

### 2000: Building & Property

The Group acquires Building & Property Group, a leading services outsourcing business.

Following the continuing rise in market capitalisation during the course of the year the Group enters the FTSE 250 and transfers from the Construction section of the FTSE Index to Support Services.





### 2001: Interserve

The company changes its name to Interserve Plc, signifying the importance of services in its business composition. It now has five divisions: Facilities Services, Industrial Services, Project Services, Equipment Services - which trades as RMD Kwikform - and PFI Investments.

### 2003: Adrian Ringrose

Under the new Chief Executive, Adrian Ringrose, the Group discontinues several non-core activities in order to provide increased concentration on those offering the best prospects for improved quality of continuing revenue streams and increasing shareholder value.



### 2006: MacLellan

Interserve acquires MacLellan Group, strengthening access to the private sector facilities management (FM) market and adding further breadth to its service capabilities.

The Industrial Services business integrates into the Facilities Services division alongside MacLellan. The division reorganises into two business streams: Facilities Management (FM) and Specialist Services.

### 2007: Madina

The Group acquires a 49 per cent stake in the Qatar-based Madina Group. With its focus on engineering fabrication and erection and high-quality safety training this represents a broadening of activities in the Middle East to encompass industrial and related services in addition to construction.



### 2008: Middle East growth

Operating profit generated internationally, led by the Middle East, exceeds that generated in the UK for the first time.

The company expands into new markets in Abu Dhabi (construction and equipment services) and northern Europe (facilities management).