



**From Challenges to
Solutions:
Ecolog's Expertise in Rapid
Response**

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Introduction & Perspective

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Ecolog International

Fully Integrated Services



Camp Support Services

- Catering and Food Services
- Hard and Soft Facility Management
- Laundry
- Personnel Support
- Cleaning
- Pest Control



Supply Chain Management

- Warehousing and Distribution
- Material Handling Services and Fleet Management
- Water and Food Supply
- Multi-Modal Transport
- Fuel and Energy Supply



Engineering and Construction

- Engineering and Design
- Construction
- Prefabricated Facilities
- Build, Own, Operate
- Project Management
- Major infrastructure



Environmental Services

- Water Purification and Provision
- Waste Water Services
- Solid Waste Management
- Hazardous Waste Management
- Recycling
- Energy Management System



Healthcare Services

- Mobile and Fixed Clinics
- Medical Staffing
- Medical Supply Chain
- Remote / Topside Medical Support
- Occupational Health
- Vaccination and Testing

A Global Organization

50+

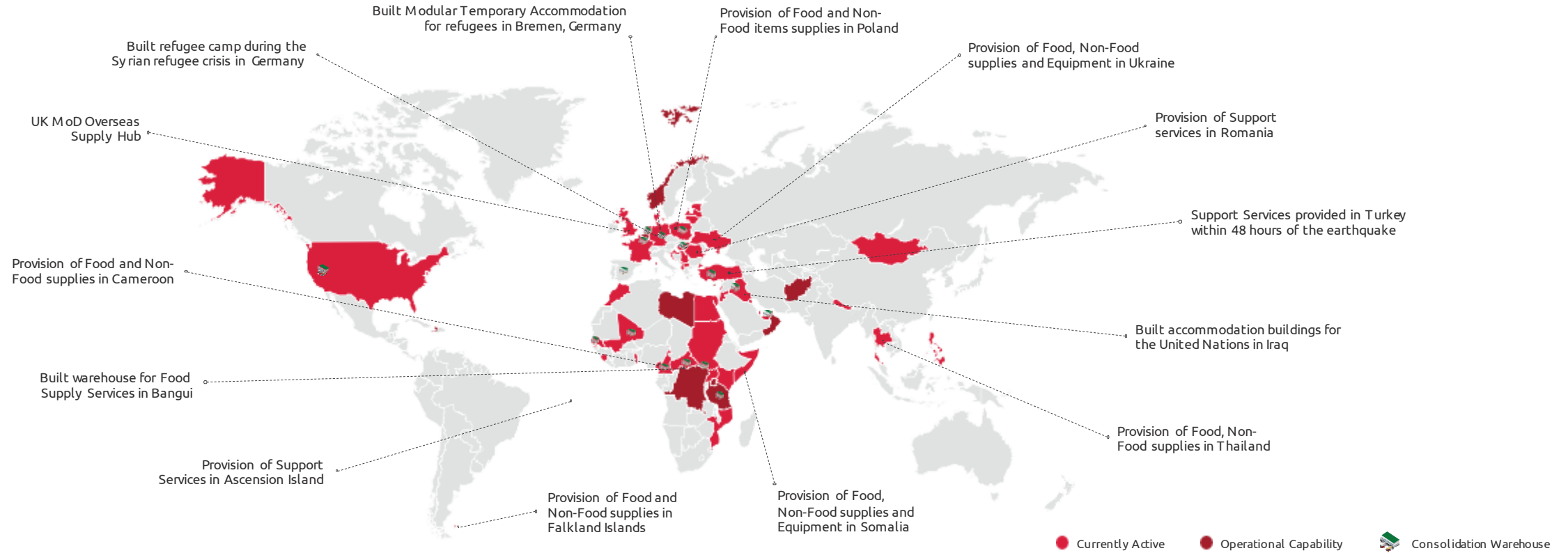
Countries

150+

Locations

1,200+

Projects



A proven capability to deliver in the most demanding and challenging environments

Operating to International design and management standards

Offering a global network of long-standing partners

Delivering to client requirements and construction codes

Designed to enable client's outcome

Solving complex challenges, with innovative solutions, delivered to exacting tolerances, irrespective of scale

Providing modular, modern methods of construction, and bespoke traditional solutions

Office Locations & Registered Entities (in 35 Countries)

Headquarters



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Belgium



Central African Republic



Cameroon



Djibouti



Democratic Republic
of Congo



Egypt



Haiti



Iraq



Jordan



Kenya



Kosovo



Kuwait



Lebanon



Libya



Lithuania



Luxembourg



Mali



Mozambique



Nepal



Netherlands



Philippines



Poland



Qatar



Senegal



Somalia



South Sudan



Tanzania



Turkey



Uganda



Ukraine

The Changing Face of Crisis Management

We didn't start the fire....but

- Crime, war, unrest and terrorism events have increased 38% between 2020 – 2023 (Seerist)
- There are currently \approx 110+ active armed conflicts
- Russia and Ukraine are engaged in one of the continent's deadliest hot wars since 1945
- Conflict fatalities globally are at their highest since 2000. (International Crisis Group)

AND it doesn't stop here...

- The International Rescue Committee's emergency watchlist for 2024, with the 20 countries at the greatest risk of security deterioration.
- "the Watchlist is a vital reminder that other parts of the world are on fire as well, for structural reasons relating to conflict, climate and economy" (IRC President and CEO David Miliband)

Active Armed Conflicts

45+

Middle
East &
North
Africa

35+

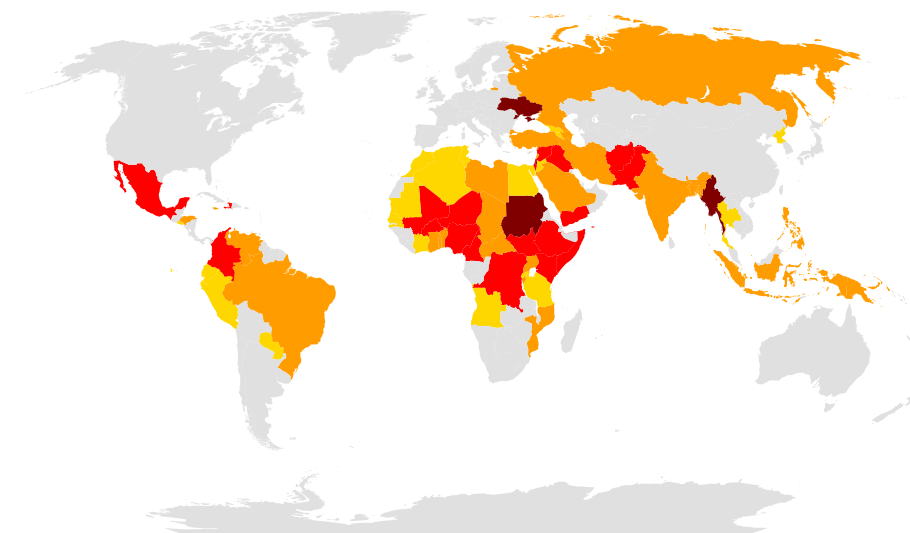
Africa

21

Asia

7

Europe



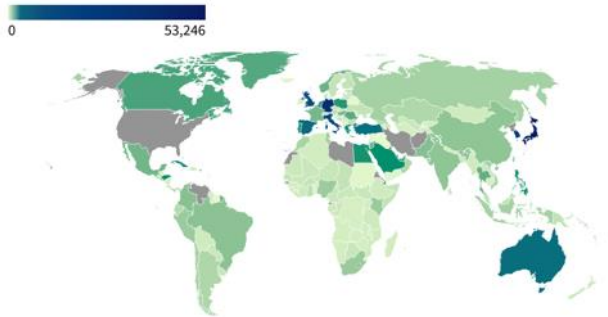
A “Growing”, yet constrained, US Footprint

- Less infrastructure to support
 - ≈ Half the number of “bases” compared to the end of the Cold War (still circa 800)
- But a bigger geographic footprint
 - ≈ Bases in 80 countries and territories
- Less troops
 - ≈ 168,000 active-duty troops stationed in 179 countries / territories. (2023 DMCD)
 - ≈ 35%+ reduction over 10 years
- With a high concentrations of facilities and troops in key locations
 - ≈ 80%+ across 5 x key countries
- Put bluntly, the US is spread geographically and in many cases with smaller troop numbers and/or support facilities
 - ≈ 40% of US bases are “Lily Pads”



There were over 168,000 active-duty US troops serving overseas as of September 2023.

Number of active-duty US troops serving overseas, September 2023



These figures represent the unclassified data on personnel assigned for duty at these locations. Civilian figures include personnel assigned to the State Department and Embassies overseas. These figures also do not include all personnel on temporary duty or deployed in support of contingency operations.

Source: Department of Defense

USA FACTS

U.S. Military Bases Abroad, 2020

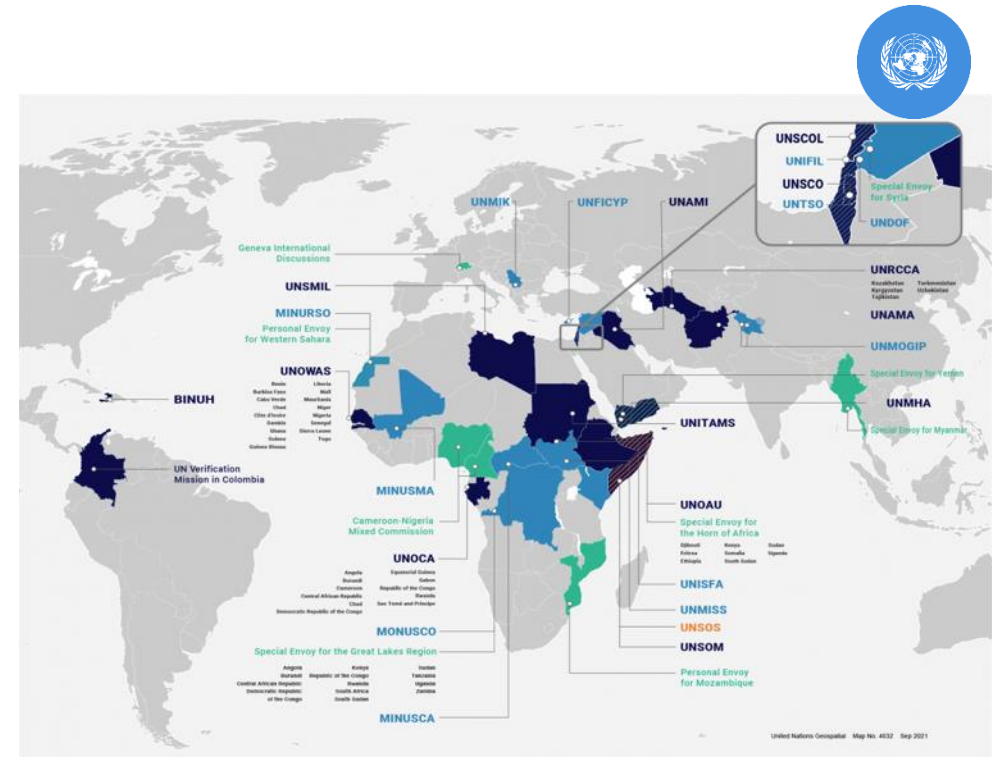
In 2020, the United States controlled around 800 bases outside the 50 U.S. states and Washington, DC. Map reflects bases' relative number and positioning given best available data. For ease of comparison we use contemporary borders and a Mercator projection.



Map by Kelly Herlihy / ImperiaImage.com for David Wines, The United States of War: A Social History of America's Endless Conflicts, from Columbus to the Islamic State (University of California Press, 2020).

A "Growing", yet constrained, UN Footprint

- UN Military and Police Contributions to UN Operations in 2023 were:
 - ≈ 74,510 personnel
 - ≈ 22 Missions
- Over the last 10 years this equates to:
 - ≈ 25% reduction in troop numbers
 - ≈ 25% increase in number of Missions
- Like the USM, the UN is going more places but with less personnel

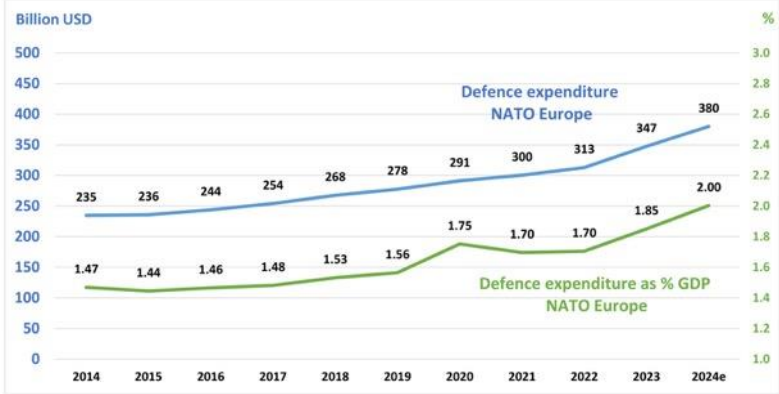


A Growing NATO Footprint

- 2014
 - NATO Allies in Europe invested 1.47% of their collective GDP in defence
 - Only 3 x Allies met the 2% GDP spend target
- Driven by the Russia/ Ukraine war....
- 2023
 - Saw an 11% increase in defence spending across European Allies and Canada
- 2024
 - NATO Allies in Europe expected to invest 2% of their combined GDP for the first time (a total of \$380bn)
 - 18 x Allies expected to spend 2% of GDP on defence in 2024 (a 6 x increase in 10 years)
 - 8 x battlegroups formed across 8 x nations

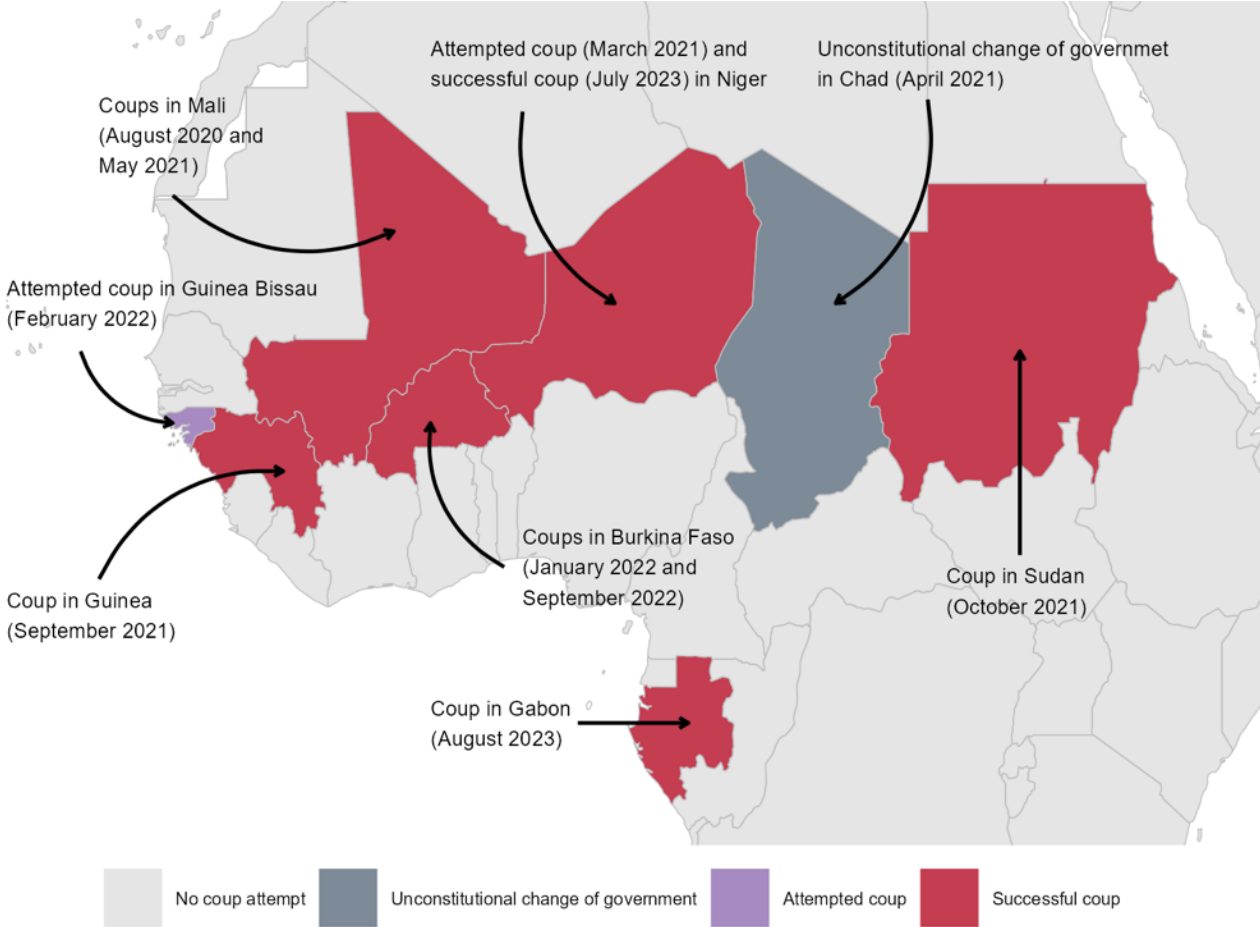


Defence expenditure in 2015 prices and as a % of GDP NATO Europe



Growing Instability Across Africa

- There have been (at the time of writing!) 10 x Coups or Attempted Coups Across Africa since August 2020
 - Mali x 2
 - Burkina Faso x 2
 - Niger x 2
 - Sudan
 - Guinea
 - Guinea Bissau
 - Gabon
- And 1 x unconstitutional change of government in Chad in 2021
- As mentioned earlier
 - DRC and Ethiopia are also on the IRCs 20 x countries at risk of security deterioration



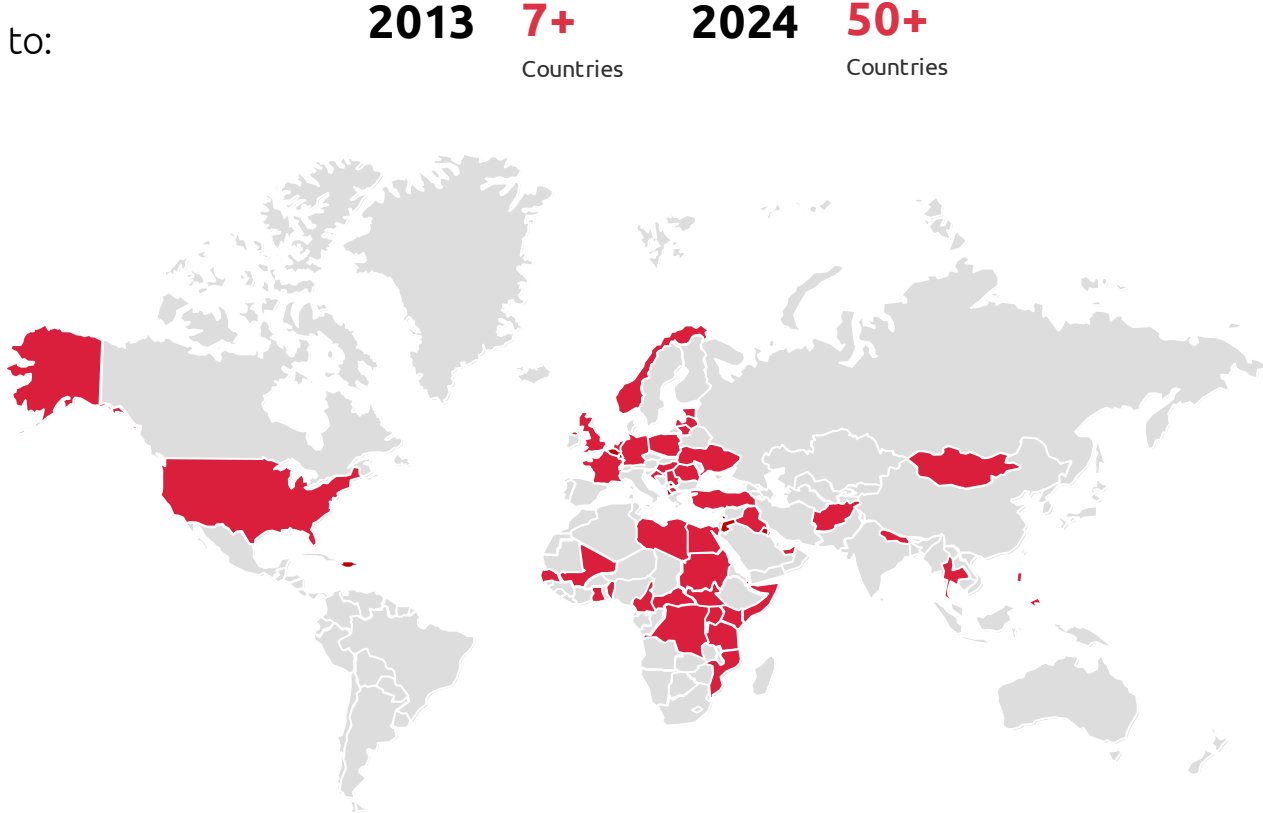
Subjective Conclusions

- “We might be in the most violent period of the 21st century, with more total conflicts than any year since WWII” (Uppsala university)
- We are deploying to more countries, at a time when troop numbers are constrained
- Competition for resources. There are finite resources to resolve conflict
- We have an increasing demand for agile & flexible contractor support to augment military & humanitarian requirements
- De-risked supply chains. No one wants to be reliant on support from a current or future unfriendly nation
- There is a growing demand for more control over supply chains and support solutions. More localized solutions, more hands on, more on the ground. The conflicts are growing but the world is shrinking
- Policies that promote or require localisation are on the rise. “global companies that want to stay global will need to survive at the local level.” (Control Risks)
- Military and private sector need to be in sync regarding contingency planning and crisis management

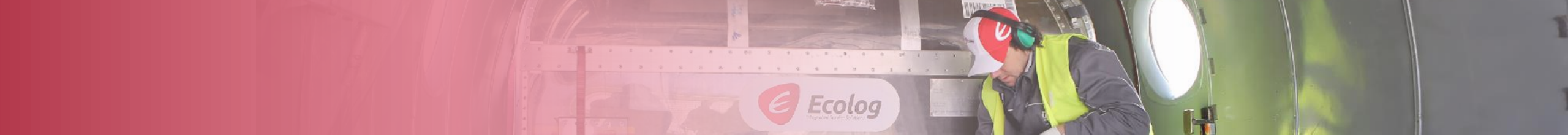
**How have we
have
evolved...
so far**

Ecolog's Evolution

- We have diversified our customer base from Defence to:
 - Defence
 - Humanitarian
 - Municipal
 - Oil, gas and mining
 - Retail
 - Infrastructure
- We have diversified our services:
 - Turnkey rapid response / camp support services
 - End to end supply chain & logistics
 - Immigration / Refugee support
 - Humanitarian aid
 - Healthcare
 - Retail
- We have expanded our footprint
 - From circa 7 countries in 2013
 - To 50 countries in 2024
 - In last 5 years alone we have recruited 9,500 people
- We have increased both our resources and our aperture




Highlights from our Rapid Response Past Experience



 **Client**
NSPA

 **Sector**
Defense

 **Location**
Iskenderun and Defne,
Turkey

 **Dates**
24/04/2023 | 01/06/2023
01/06/2024 | 01/06/2024
(Iskenderun) (Defne)

Case Study Description

Supporting NATO's earthquake response in Turkey



Scope of services

- Provision of infrastructure:
 - Kitchen and Dining Facilities for 3,600 people across two sites
 - Installed 303 tents
 - Food storage for 7 days of stock onsite
 - Laundry facilities to support Ecolog staff
- Provision of services:
 - Procurement and supply of food (Halal), bottled water and catering disposables
 - Catering services
 - Pest control services
 - Cleaning and litter picking services
 - Laundry services to support Ecolog staff
 - Provision of Potable water

Key Staffing Highlights

- Number of Ecolog staff: **350+ Employees (90% local)**

Key Service Highlights

- Up to **12,000 meals provided per day**
- Pest control and cleaning services for **120,000 m2**
- All staff required permits to work in Turkey

Mobilization timeline

- **7 days** to mobilize staff to site
- Full services mobilized **within 30 days**
- Installed 294 6x5m tents, 3 medium and 6 big 24x10m tents in **less than 30 days**.

Key Challenge/s Faced

- This was an emergency project to provide support in the aftermath of the earthquake in Turkey
- Upon mobilization there were no utility connections or accommodation available onsite
- Ecolog secured accommodation for our staff in Adana 2hrs away and provided staff transportation to and from the site until onsite accommodation and utilities were operational






 **Client**
NSPA

 **Sector**
Defense

 **Location**
Global

 **Dates**
01/09/2019
31/08/2029

Case Study Description

Provision of Global Food Services to NSPA



Scope of services

- Supporting NATO troops for global exercises and operations
- Provision of services:
 - Procurement and supply of food, bottled water and catering disposables
 - Provision of catering facilities and equipment
 - Catering services
 - Provision of labor
 - Laundry services
 - Pest control
 - Cleaning
 - Waste Management
- Global procurement of approx. **1,000-line items** from core range, with individual ranges provided on a per country/ task order dependant basis.

Key Task Order Highlights

- **Misrata, Libya** (Aug 2019 – July 2020): **280 PAX**
- **Bergen, Germany** (Oct 2021 – Nov 2021): **1000 PAX**
- **Bamako, Mali** (Jan 2022 – March 2023): **180 PAX**
- **Kosovo** (Nov 2022 – Ongoing): **600 PAX**
- **Bergen, Germany** (Apr 2023 – June 2023): **1000 PAX**
- **Iskenderun, Turkey** (April 2023 – Oct 2023): **1600 PAX**
- **Defne, Turkey** (June 2023 – June 2024): **2000 PAX**
- **Bergen, Germany** (Nov 2023 – June 2024): **1200 PAX**

Mobilization timeline (per Task Order)

- **30 days** to provide Initial Operating Capability
- **60 days** to provide Full Operating Capability

Task Order Summary

- Over a 5- year period, we have successfully mobilized and managed 11 contracts in 5 countries (Libya, Turkey, Germany, Kosovo and Mali)
- We have supported small scale exercises of just 150 PAX, as well as large scale emergency response requirements for 2,000 PAX






 **Client**
Various

 **Sector**
Healthcare

 **Location**
Across Europe
(14 countries)

 **Dates**
2020 -
2023

Case Study Description

Ecolog's response to the COVID-19 pandemic



Scope of services Highlights

- Luxembourg:
 - National Wide Testing with over 17 Testing Locations and a Laboratory of 20,000 PCR test a day
- Dusseldorf Airport, Germany:
 - On-site Airport Testing Facilities and Laboratory
- Bavaria, Germany:
 - COVID-19 testing at Bavaria's three largest airports for travellers returning to Germany
- Brussels Airport, Belgium:
 - On-site Airport Testing Facilities and Laboratory
- LIDL & Ecocare, Germany
 - Build Up and Operate 333 Testing Locations across Germany

Key Staffing Highlights

- **5,000+** Employees
- **350+** Doctors

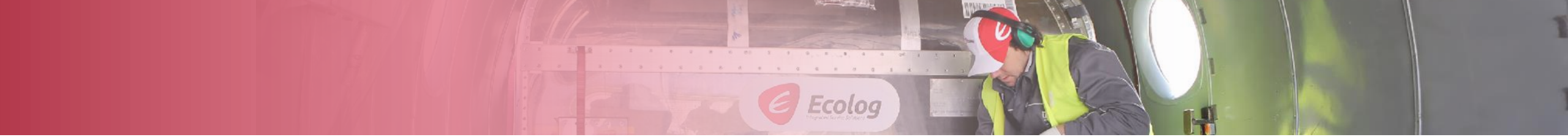
Key Service Highlights


- **14m+** tests completed
- **1.5m+** vaccinations administered
- **400+** COVID testing centres setup across Europe
- **30 x** Ecolog owned laboratories and vaccination centres
- **15 x** Vaccination Centres in Germany
- **10 x** Airport Testing Centres in Europe
- National wide testing for Luxembourg

Mobilization Highlights


- In 2020 Ecolog **mobilised 450 people in 3 weeks in the middle of COVID lockdown** to deliver the COVID 19 Large Scale Testing Facility in Luxembourg.
- Mobilized Stuttgart Airport test centre (with 1,000 test per day capacity) **within 1 x week**
- In 2021 in **less than 6 weeks** we constructed **200+ test centres** at Lidl supermarkets across Germany






 **Client**
Municipality
of Bremen

 **Sector**
Humanitarian

 **Location**
Bremen, Germany

 **Dates**
01/10/2022
30/06/2024

Case Study Description

Construction of 1,200 person Refugee Centre



Scope of services

- Site design and layout planning
- Construction of 6 x 1,000m2 light weight halls and accompanying living area compartments for refugee accommodation
- Construction of 1 x 800m2 light weight hall as a catering facility
- Construction of 50 x sanitary containers
- Construction of 25 x containers for different purposes, including offices, storage, common rooms, laundry
- Rental and maintenance of facility

Key Staffing Highlights

- Number of Ecolog staff: **150 Employees (90% local)**

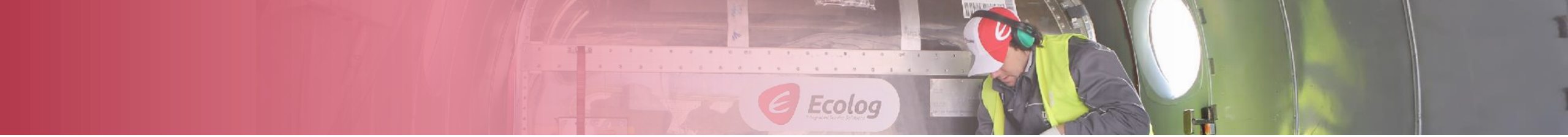
Mobilization timeline

- Full site construction completed in **less than 60 days**

Project Context

- This project was a key example of upfront business development connectivity with the client and alignment with their needs. Ecolog promoted the initiative and provided the solution to the customer
- Local construction partners in Germany were not used to rapid mobilization requirements
- Ecolog implemented its own experienced rapid response project management team






 **Client**
World Central
Kitchen

 **Sector**
Humanitarian

 **Location**
Ukraine

 **Dates**
23/05/2022
30/11/2023

Case Study Description

Humanitarian Aid Support into Ukraine



Scope of services Highlights

- Supply of Prec conditioned Food to Ukraine
- Kits comprise 20 staple food items
- Sourcing, packing and transportation of kits
- Phase 1 – supplying from Katowice, Poland
- Phase 2 – supplying from Lviv, Ukraine
- Phase 3– supplying from Kyiv, Ukraine
- Supported by main warehouse facilities in:
 - Katowice, Poland – 4,000 pallets held
 - Lviv, Ukraine – 3,000 pallets held
 - Kyiv, Ukraine – 2,500 pallets held

Key Staffing Highlights

- **7** Employees

Key Service Highlights

- **25,500 tonnes** of food delivered
 - **13,000 tonnes** from Poland
 - **12,500 tonnes** from within Ukraine
- **1,290 shipments**
- **2,704,000 Food Kits** delivered
- **45,000+ refugees** & displaced families supported weekly
- **5 delivery locations** (Lviv, Kharkiv, Kramatorsk, Chernihiv, Sumy,)
- Road and rail transportation utilized

Mobilization Highlights

- Phase 1 (Poland warehouse) mobilized **in 9 days**, with 600 deliveries made within 78 days
- Phase 2 (Lviv warehouse) mobilized **within 30 days**, with 1m+ food kits delivered within 6 months
- Phase 3 (Kyiv warehouse) mobilized **within 25 days**



Establishing modern retail offerings at low prices in Cameroon



OPERATIONS

Domino is the first established hard discount concept in Cameroon. The company was established at the beginning of 2021, in Douala.

We have promised to people of Cameroon that each neighbourhood deserves a modern store with low prices and we are determined to keep our promises.



LOCATIONS / Markets - 20



EMPLOYEES - 320



WAREHOUSE - 1



FOOD IN STORES - 900 tones (month)



ARTICLES IN STORE - 1,260 articles



14 STORES OPENED IN CAMEROON IN THE LAST 12 MONTHS



**Lessons Learned:
What does it take to
be successful at
Rapid Response**

A Foundation for Rapid Response...

- Reputation is key (both before and after)
- Business Development as an Early Warning System / Forward Presence
- Appetite to Invest
- Risk Appetite for Boots On The Ground
- Deployable Resources
- Global Supply Chain and Procurement Functions
- Well Resourced and Well Drilled Proposal Teams
- Self-performance???
- Manage your Workforce
- Be ready for the Wave

Frameworks and collaboration in effective crisis management

Frameworks and Collaboration

- Frameworks are on the rise
- Are they the right tool for rapid response
- Limitations
 - Innovation
 - Flexibility
 - Critical Mass
 - Expectations
- Collaboration is key
 - Alignment
 - Flexibility for local contracting offices / commands
 - Breeds innovation
 - Promotes Localization
- We are ready to work together and offer specific tailor-made solutions for each customer

Questions