



Going further.

Our strategy and vision
to thrive into the future.



Qube has come a long way in a short time. In just 15 years we've grown substantially. From 30 sites in 2007, to 160+ today. What has driven this success is no secret. It's something that's in our DNA. A willingness to go above and beyond, and to seek solutions outside the box. We have built a well respected, robust and high quality business. We have become a market leader in integrated supply chain logistics. And with plenty of opportunity for continued growth we will build on the momentum we've created to thrive into the future. I'm extremely excited for what the future holds for Qube.

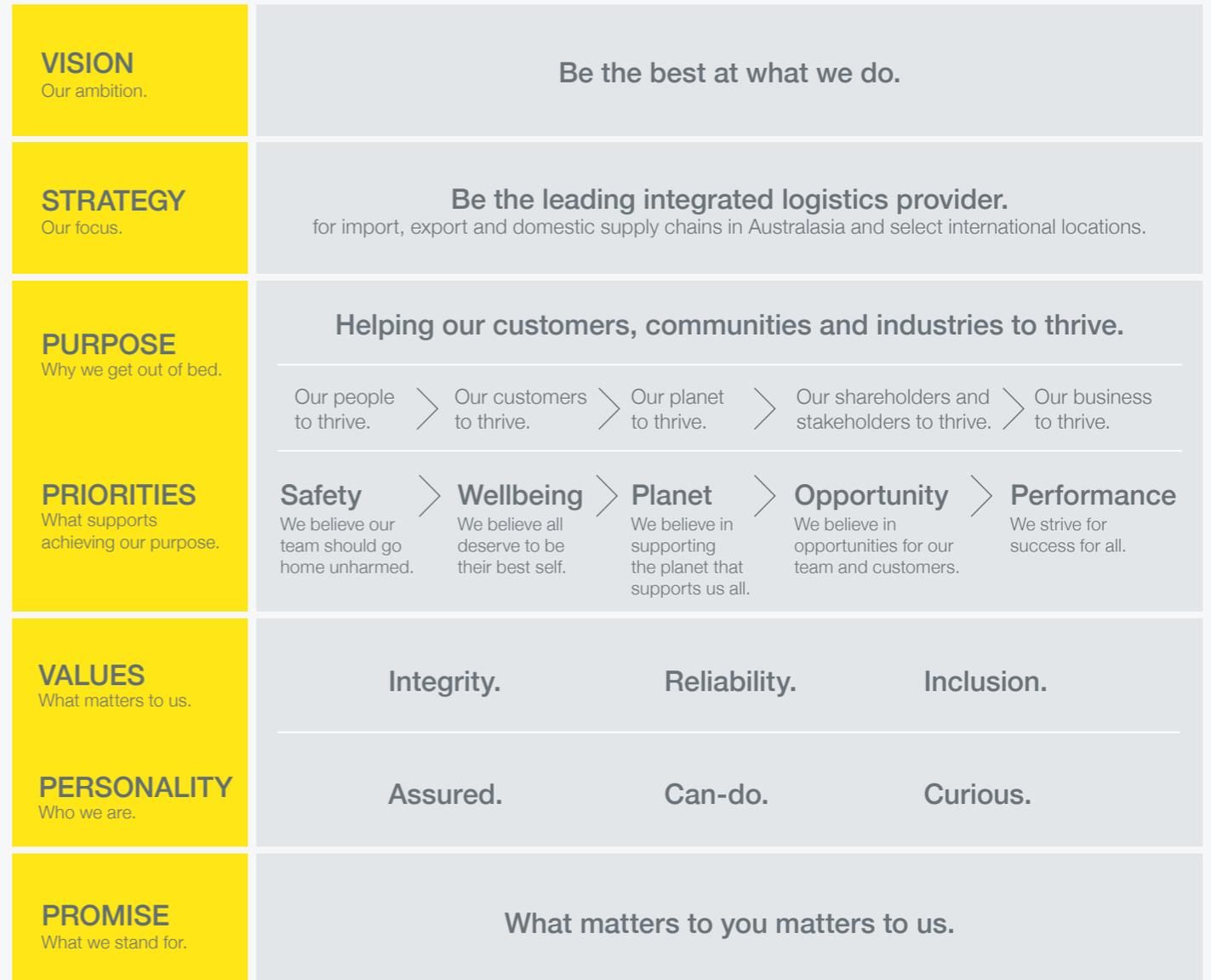
Paul Digney
Managing Director

Looking ahead.

We've put a stake in the ground. One about what we want to be, what we value, who we are and what we want to stand for. It's about being our best, and the best at what we do. From our vision to our promise, we have set ourselves ambitions. Ambitions to aspire to. Aspirations to live by. And we've set ourselves priorities.

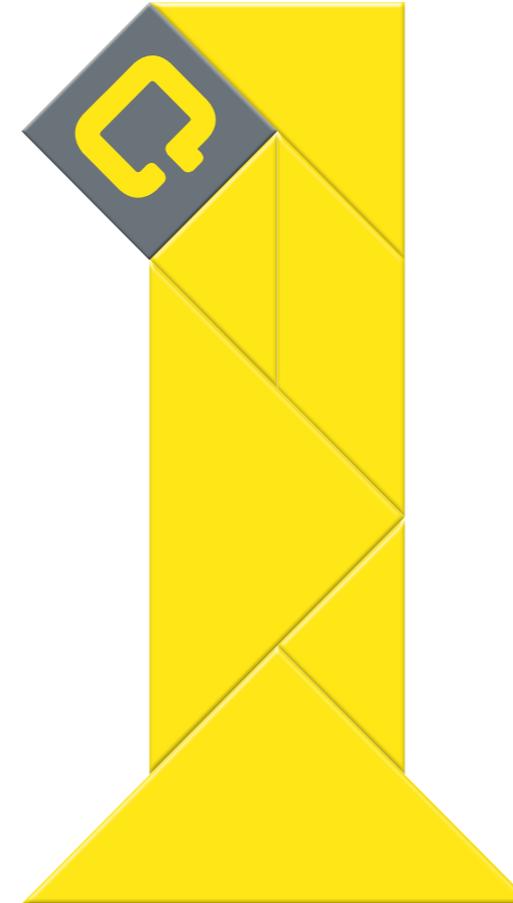
Safety > Wellbeing > Planet > Opportunity > Performance

Five things that matter to all of us, at work, and in life.



Our vision.

Be the
best
at what
we do.

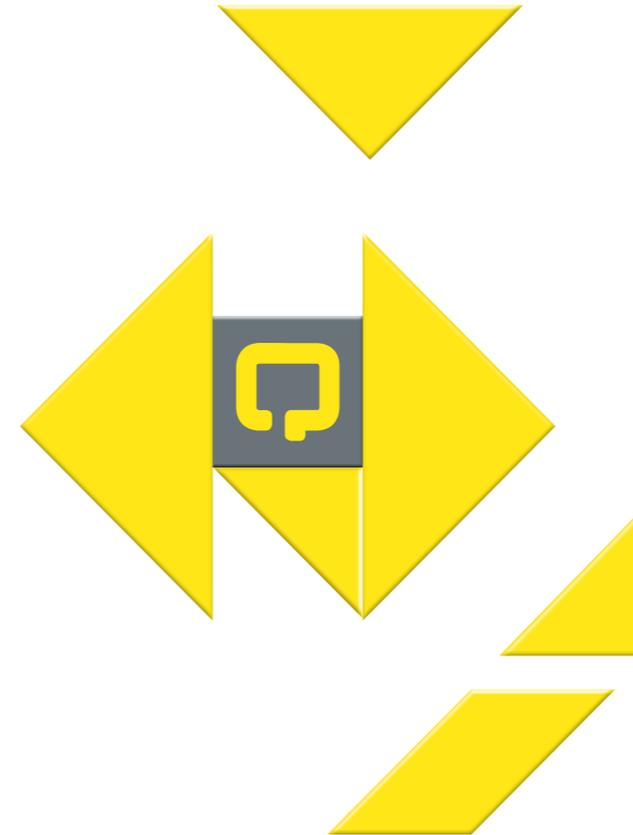


Being the best, means being bold.
Something we don't shy away from.
We've achieved a lot already.
We've been agile and ready,
and adapted and grown.
To go to the next level,
we need to stay ahead of the game.
By anticipating and innovating.
By creating and seizing opportunities.
And through collaboration, our people,
our customers, our communities,
our shareholders and our business
will all succeed.

Our strategy.

Be the leading integrated logistics provider.

For import, export and domestic supply chains in Australasia and select international locations.



Our business is diverse and ever evolving. Keeping focused can be a challenge. We need a plan to follow and guide us. One that embraces our safety, wellbeing and the planet as well as the bottom line. The foundation of this plan is our strategy. While it reads as long and very particular, it is for a reason. Everything we do is always considered. Whatever the opportunity, we consult. With an open mind, we confer. Pair our 'can-do' agility with thoughtful selectivity, and there's no stopping us.

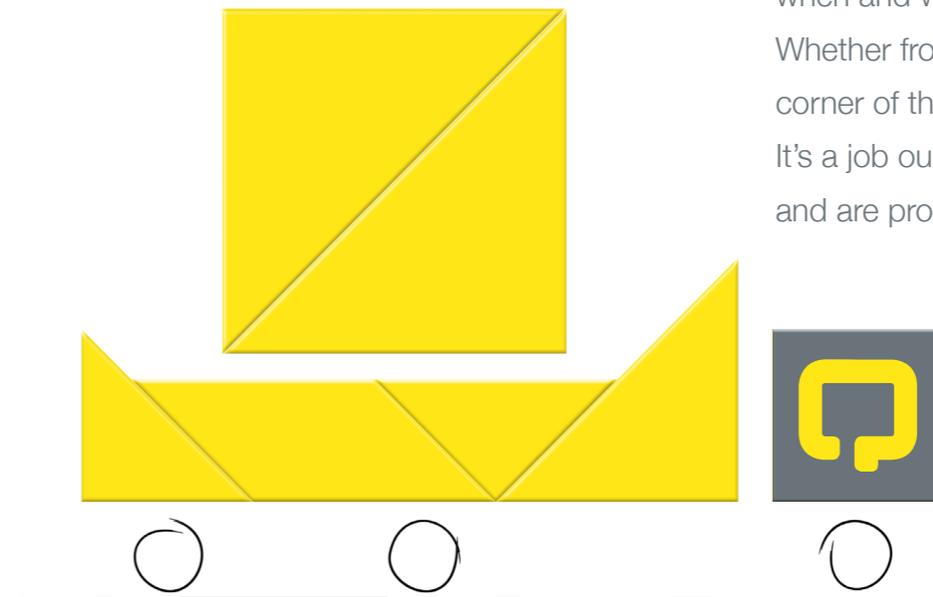
Our purpose.

Helping our customers, communities and industries to thrive.

What we do is so much more than getting stuff from A to B. It's more than just helping customers to do what they do. Wherever we are, we help to keep communities strong and the wheels of industry turning, by building key supply chain infrastructure.

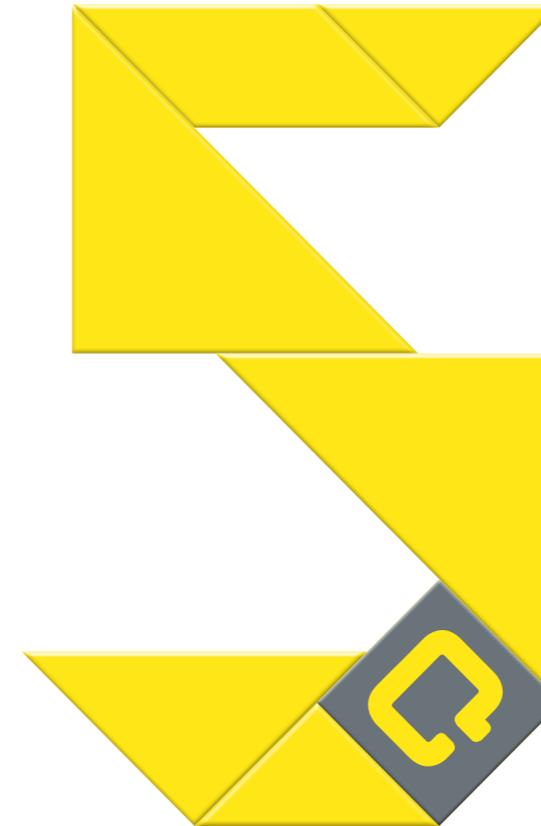
We get people what they need, when and where they need it. Whether from here or a far-flung corner of the world.

It's a job our people thrive on and are proud to excel at.



Our priorities.

Five things that matter.

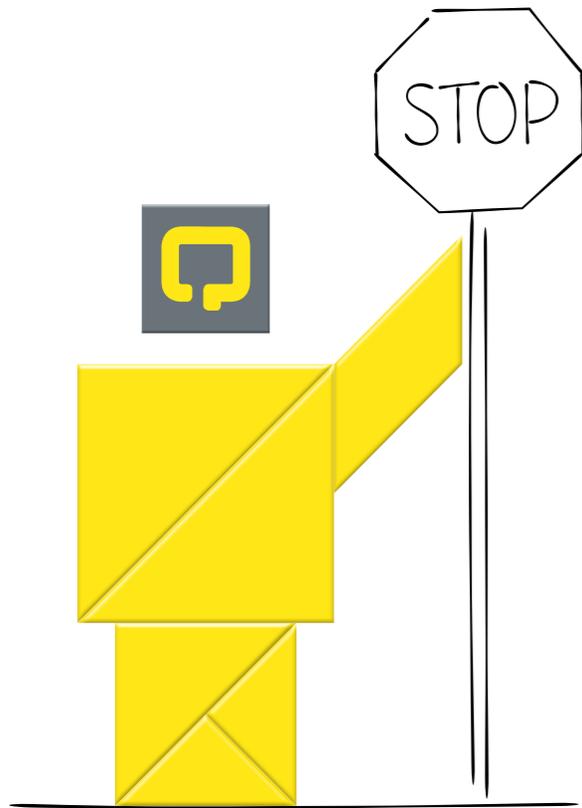


To excel at what we do,
we need to take care of what matters.
While there's a lot of things that matter,
they can be summed up with five words.

Safety > Wellbeing > Planet > Opportunity > Performance

All have important roles to play.
All support one another.
No one is more important than another.
The following pages expand on our priorities,
including what we've been doing
and what we're doing next.
These medium-term goals will be
reviewed over time and reset
to ensure we continue to thrive.

Safety matters.



The safety risks in our business are very real. It's important that everything we do is done with safety front of mind. We cannot become complacent. We must continually remind ourselves about the importance of working safely, for ourselves, our colleagues, and our loved ones. Zero Harm is something we'll always strive for in both our physical and our mental health. Safety underpins everything we do.

What we have achieved.

Industry leader in safe operations.

National heavy vehicle accreditation.

Established a strong culture of safety.

Certification of quality management systems.

Australian Standards ISO 9001

Built resilience and capability during COVID-19.

Market-leading engineering solutions to support safe operations.

Certified for 10 years.

Australian Standards ISO 45001 & 14001

Established Zero Harm Policy.

Investment in innovation to ensure continual improvement.

What we're doing next.

Continue deep diving the finer detail of how work is done to identify best practice for specific tasks.

Strengthening controls to prevent and mitigate rare but potentially major events.

Continue promoting proactive risk prevention by focusing on the 'stuff that matters'.

Strengthen our reporting to improve the effectiveness of crucial systems for managing risk.

Continued investment in VR, AR, AI with dedicated internal resources.

Strengthening our safety engagement to better manage people risk.

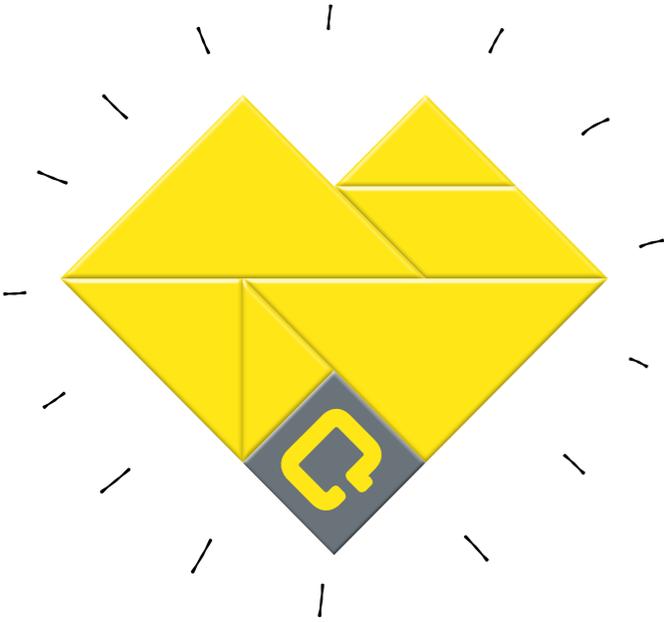
Continue providing standardised Safety, Health & Sustainability training including induction for all staff.

Simplify and streamline processes.

Achieve ongoing improvements in our TRIFR.

Wellbeing matters.

We believe we all deserve to be our best. Whoever we are, wherever we're from or whatever we believe in, we all matter. A diverse team is a better team. We also believe in nurturing a workplace where our wellbeing and mental health is as important as our physical safety. A workplace where all of us can achieve our full potential. Good wellbeing supports who we are, as individuals, and as a team. Good wellbeing sets us up for success.



What we have achieved.

Strengthening our culture through people engagement surveys.

Special paid leave for employees' charitable activities.

Established unlimited access to personal development through LinkedIn Learning.

Introduced mental health ambassadors across Qube.

Launched myQube App. Over 60% engagement.

Founding partner of Healthy Heads in Trucks & Sheds at its inception.

Strengthened our employee support offering.

Commenced a reconciliation action plan.

Established a robust succession planning program.

What we're doing next.

Furthering health education via myQube App.

Continue to embrace and celebrate diversity in our business.

Expanding myQube App content and engagement.

Continuing to promote mental health and wellbeing across Qube and the industry.

Further develop individual training programs.

Seek opportunities to support our commitment to diversity.

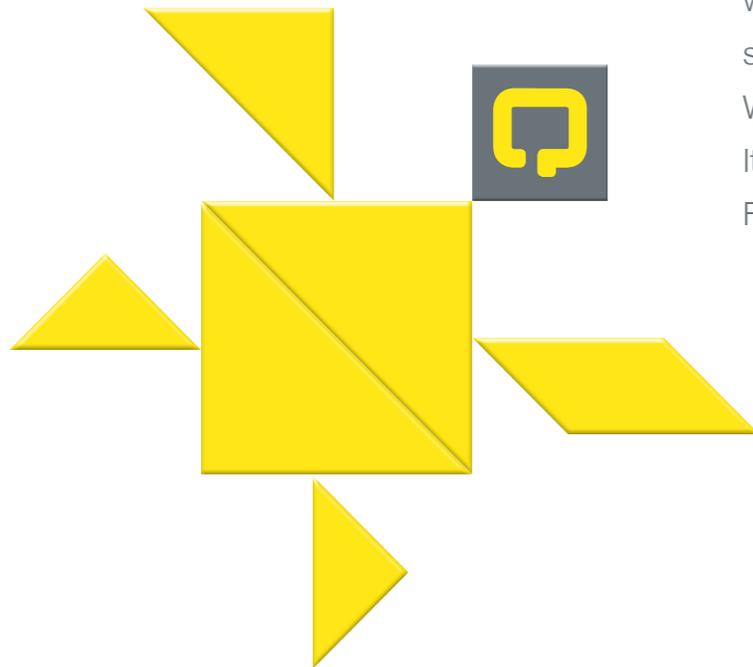
Improving profile of industry via social partners.

Expanding benefits that encourage better wellbeing.

Seek feedback from our people about what matters to them in our workplaces.

Our planet matters.

We all have a responsibility to take care of the planet that sustains us all. Our industry is facing big challenges. From how we power ourselves, to the footprint we leave. We have already set ourselves an industry-leading decarbonisation plan, with an aspirational goal to reduce our scope 1 emissions intensity to zero by 2050. We're in it for the long haul. It's something we need to achieve. For us, and those who come after us.



What we have achieved.

Committed to an aspirational target of net-zero scope 1 emissions by 2050.*

Completed TCFD assessment and our first report.

Ensured sustainability is considered in capital expenditure evaluations.

Installing solar panels on owned infrastructure.

Reducing scope 2 emissions by moving to renewable power sources.

Strengthen our sustainable waste management and recycling efforts.

Moving to renewable power sources where currently available.

Introduce biofuels into prime mover fleet.

Installing LED lighting in warehouses and terminals.

What we're doing next.

Incorporating climate change weather risks into design systems.

Working towards making 95% of prime movers Euro 5, 6 by 2027.

Trialling biofuels, hydrogen and battery technology.

Continuing to roll out solar panels and LED lighting across our infrastructure.

Establishing dedicated internal resources to support ESG reporting.

Moving to 100% renewable electricity to sites by 2030*.

**Australasia and S.E. Asia*

Making 50% of Qube's LV fleet hybrid or electric by 2027.

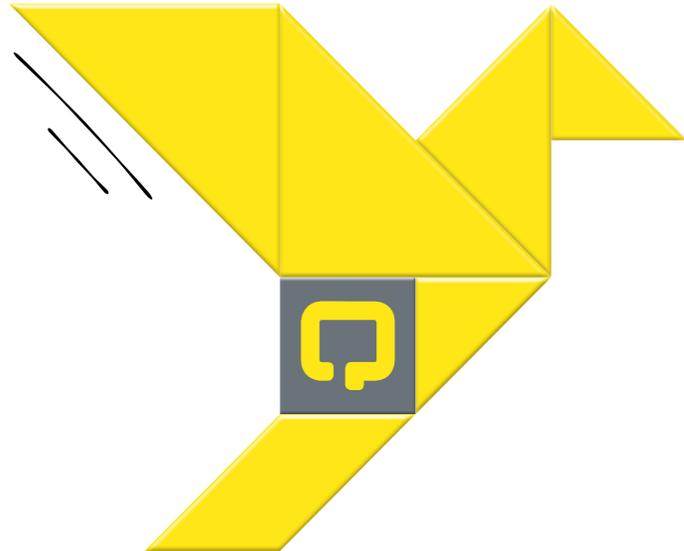
Partnering with customers and industry to drive technologies to reduce carbon emissions.

Seeking out opportunities to reduce emissions across all aspects of our business.

*Net Carbon Zero is our aspirational goal to achieve zero Scope 1 emissions intensity (CO2 equivalent per \$M revenue) net of offsets and emissions reductions, by 2050.

Opportunity matters.

Success starts with opportunity.
Those you seize. And those you create.
We keep our eyes open, ever ready
for the opportunity to innovate,
to improve and to expand.
We offer opportunity to customers
with solutions beyond the expected.
And we build in opportunity with
career paths and training.
We believe all should be able to
spread their wings and go further.
Opportunity feeds the aspirations of all.
Our people, customers, and shareholders.



What we have achieved.

Redefined the traditional supply chain.

Expanded our infrastructure for true end-to-end supply chain solutions.*

*Australasia and SE Asia

Built a market-leading service offering to meet customer needs.

Forged long term customer and stakeholder relationships.

Invested in and supported the communities, including committing to a Reconciliation Action Plan.

Created a can-do, accountable and innovative culture.

Built a high quality management team to deliver the Qube strategy.

Invested to build the skills and capabilities of our people to support their growth and ours.

Delivered innovations in safety, operations and administration.

What we're doing next.

Enhancing our product to even better support our customers.

Further invest in the creation of innovative supply chain solutions.

Enhancing services for our customers by leveraging innovation and technology.

Continuing to invest in and support the communities in which we work.

Continuing our investment in our technology development team.

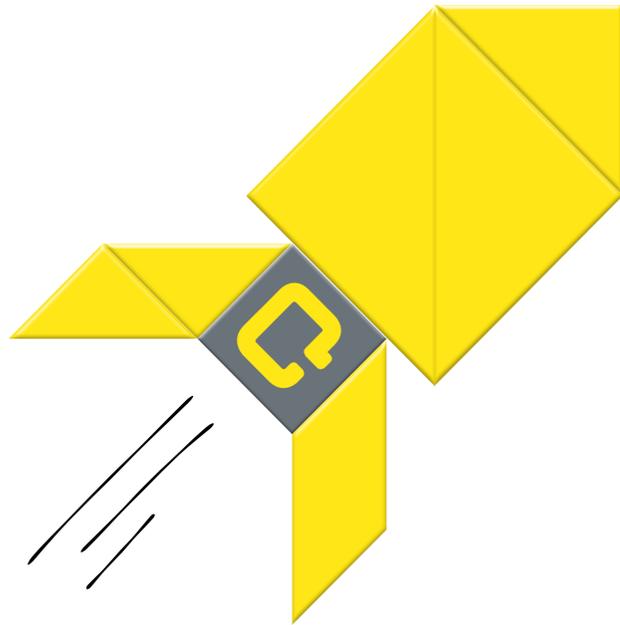
Developing predictive intelligence to support resource optimisation.

Delivering further professional development pathways for our people.

Continue tapping into our team's collective knowledge, experience and capability to support our growth.

Support a diverse and gender balanced workforce to thrive.

Performance matters.



To go further and to hit new heights, means getting things right. When opportunity presents, our vast and experienced team pulls together. With our 'can-do' attitude and know-how we solve problems to make things happen. Big things. Massive things. Not that we rest on our laurels. We'll never stop striving to do better. With smarter technology and innovation. And with relationships that ensure success for our customers, business, shareholders and all our people.

What we have achieved.

Created a diversified model with double digit revenue and earnings growth.

Built a strong balance sheet with high liquidity and diversity of funding sources to support investment through economic cycles.

Secured strategic sites in key locations.

Expanded across markets and geographies, from 30 to 160+ sites.

Transitioned supply chains into value chains.

Developed effective risk reduction and governance models.

Forged long term customer and stakeholder relationships.

Delivered value for our shareholders and stakeholders.

Invested in efficient and transparent data systems.

What we're doing next.

Maintain a strong balance sheet to support continued investment through economic cycles.

Maintain our lean cost structure with a high degree of variability in the cost base.

Grow the business through further investment in existing and new markets.

Ensure that Qube remains highly diversified and agile.

Protect and enhance our reputation as the leading supply chain logistics provider.

Retain our focus on risk identification and mitigation, including protections against inflationary and recessionary factors.

Continue investing to optimise our systems and processes.

Continue to deliver for shareholders through long term value creation and dividend growth.

Deliver on our ESG commitments including our decarbonisation ambitions.

Our values.

Three things we hold dear.

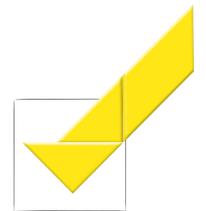
Integrity.

We believe in doing everything we do with **honesty**, **transparency**, and **commitment**. All deserve to be treated with **respect**.



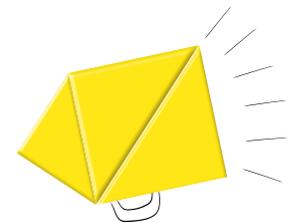
Reliability.

We believe in doing what we said we'd do, when we said we'd do it, **safely** and **securely**. Trust is earned and we know how to earn it.



Inclusion.

We believe in **collaboration**, a **voice** for all and **diversity** of thinking. **Working together**, and with customers, takes us all further.



Our personality.

Three words that say a lot about us.

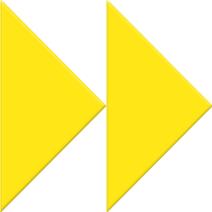
Assured.

We are **confident** and **considered**, never arrogant. We have the **collective experience** and **know-how** to answer challenges big and small.



Can-do.

We are **positive** and **open-minded**, never negative. We **relish new challenges as opportunities to learn, grow, and push the boundaries.**



Curious.

We are **thirsty to know** more, to know what's new, and to try new things. We aim to be **ahead of the game** through **innovation** and by understanding challenges inside out.



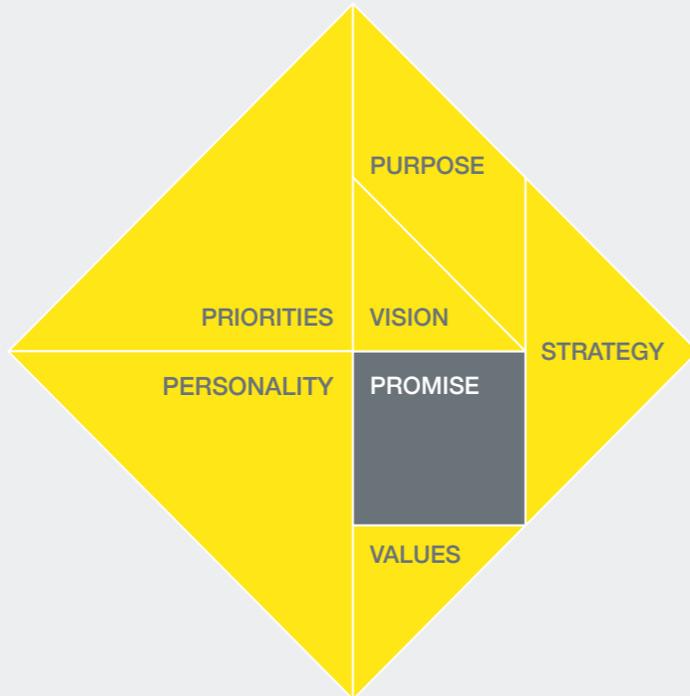
Our promise.

What
matters
to you
matters
to us.



While we're about big tasks,
with massive machines
and huge networks, at our heart,
we are a people business.
Where your safety and
life beyond work matters.
Where your ideas matter.
Where opportunities abound
amongst a supportive team.
A team who knows that
what matters to customers,
matters to them.

A team that wants all to thrive.



The stuff that matters

