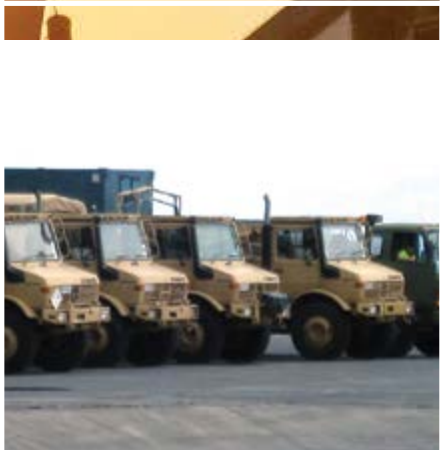




QUBE GOVERNMENT SERVICES Capability Statement





Qube's vision is "To be Australia's leading provider of Integrated Logistics Solutions focused on Import and Export Supply Chain Activities".

About Qube

Qube is Australia's largest integrated provider of import and export logistics services with national operations that provide a broad range of services.

The Ports & Bulk division has diversified operations from Port Hedland in the west, where we stockpile and load iron ore for export markets, through to Port Kembla in the east, where we handle motor vehicles, heavy machinery and project cargoes.

The Logistics division has strategically located facilities in all capital city ports and provides road and rail container transport, customs and quarantine services, container parks, intermodal terminals, warehousing and international freight forwarding.

We pride ourselves on our best practice service delivery through our port precinct facilities, an unrivalled logistical network, and infrastructure assets that are complimented through the application of innovative technology solutions.

Qube's key business strength and competitive advantage is that we own and operate the infrastructure that enables Qube to design, implement and manage fully integrated supply chain solutions which provide our customers with flexibility, reliability and cost competitiveness.

Our culture is based around flexibility, and responsiveness to our clients' needs. We employ the best people in our industry, with a breadth of knowledge across multiple facets of the supply chain. Qube has an excellent reputation and proven track record in providing innovative, cost effective solutions to our clients, focusing on reliability and safety as our number one priority.

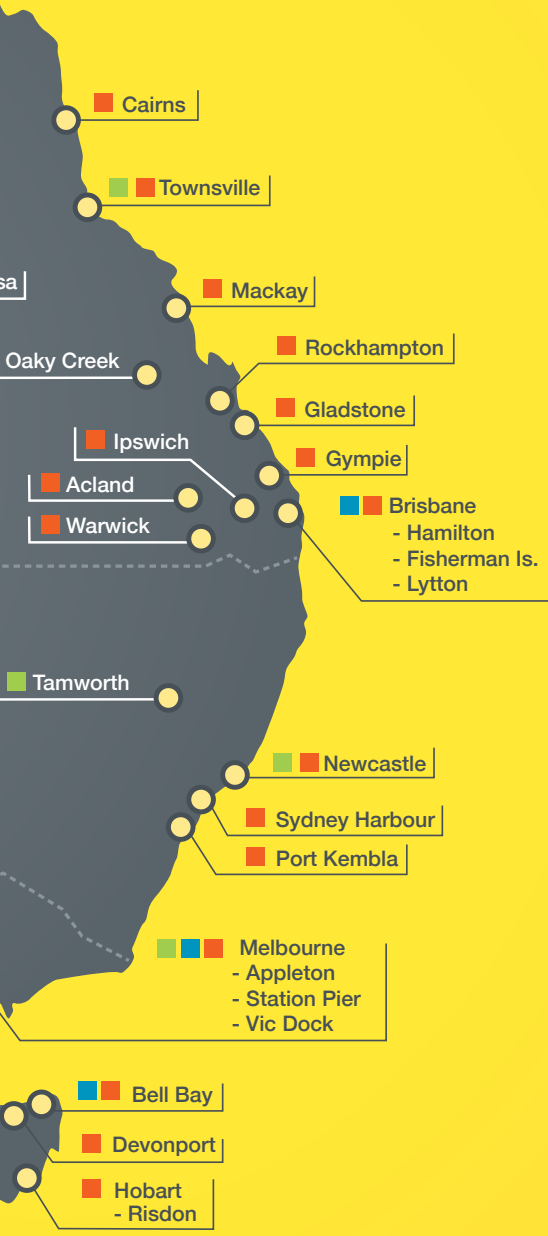
With operations in 75 facility locations around Australia, New Zealand and South East Asia, we offer stevedoring services, supply base functions, and the full suite of operational support services, including logistics support, local and interstate transport, labour hire, equipment supply, material management and inventory control.

A key competitive strength of Qube's businesses is the ability to offer customers a comprehensive logistics supply chain solution. This is possible due to Qube's deliberate decision to develop capabilities across multiple aspects of the supply chain, from the port to the end-customer for both import and export products. This integrated approach enables Qube to remove inefficiencies in the logistics supply chain and provide a value-add competitive service to our customers.

Qube Operating Locations

Qube Ports is the major integrated port solutions provider in Australia, and is the specialist integrated port services provider of the Qube Group, with bulk and general handling facilities in over 40 Australian and New Zealand ports. This allows Qube Ports to lead the market in providing purpose designed solutions for our customers handling containers, bulk, automotive and general cargo.





Qube Government Services



Qube has consolidated a range of experience and capabilities in the Qube Government Services business unit and is well positioned to provide integrated logistics and service support to the public sector.

Our focus in the public sector is:

- **Logistics Support:** Naval husbandry, transport, warehousing, container management (procurement, leasing and packing/unpacking), terminal management, and the provision of specialised equipment
- **Infrastructure Support:** Management of the design and construct functions for facilities and logistics equipment
- **Advisory:** Expert assistance in logistics support planning and implementation

Qube currently supports the Australian Antarctic Division, the Australian Border Force, and the Tasmanian Government's TT-Line.

Qube also develops and operates logistics infrastructure, including warehouses, support bases and specialist handling equipment.

“ Qube is committed to providing superior service and value for money. ”

Qube managers are experienced in providing logistics support in challenging and austere environments. This experience extends to managing:

- Naval Vessel Husbandry: supply of all port and support services to international navies
- Camp and Garrison Support: including catering, facilities management and maintenance, security and fuel supply
- Expeditionary Logistics: supporting 100 – 1,000 personnel in remote training and theatre environments
- Fuel Supply and Distribution
- Air Charter
- Land Transport
- Quarantine Cleaning
- Rapid Response Humanitarian Logistics (Disaster and Crisis Management)



Global Reach

With the acquisition of NZ stevedoring and marshalling company, ISO Limited, and its related entities (ISO), as well as a base of operations in Singapore for a new Qube entity, Qube International, Qube Government Services is ideally placed to support operations throughout the Asia Pacific region. Over the last 12 months, Qube Government Services has provided logistics support in Fiji, Vietnam, Papua New Guinea and New Zealand.



This provides the following benefits to clients:

- Value for money
- Transparency
- No margin on margin
- Reliability and consistency of culturally astute, key personnel, with an actual presence and experience in each port of call, who understand client needs.
- Capability of managing and controlling large, complex contracts
- Responsiveness to change-in requirements (commercial and operational)

Qube is an experienced logistics service provider with a proven track record in developing and delivering integrated logistics plans and programs for the public and private sectors.

Qube is committed to working collaboratively with our clients from the idea phase, through to the implementation and successful execution of the project.

With a domestic network of owned and managed assets, as well as trusted global suppliers, and a solid financial background, our transparent, low risk service delivery models will ensure that Qube continues to be the preferred, long term logistics provider.

Specialist support services include:

- Supply base functions and all services including stevedoring, labour hire, equipment supply, inventory control, etc.
- Bio-secure approved facilities and Quarantine approved wash bays
- Import into Australian waters for all vessels and barges to operate within Australian law
- Full vessel agency functions for all vessels, and barges for all port calls
- International air and sea freight forwarding
- Third party service requisitioning
- Crew changes and management
- Inventory management tailored to customer requirements
- Specialist trade services to support the operations, hot works, mechanical, etc.
- Local and interstate transport



Qube Ship Husbandry

Qube Government Services can provide transparent, low risk, sustainable services to support navy ships across the globe.



The highly experienced Qube team has successfully provided reliable, low risk integrated ship husbandry outcomes for military and civilian clients for over a decade. The Qube team has successfully supported shipping operations in over 50 countries and 200 locations around the world.

Qube's intimate understanding of regional naval and Border Protection vessel requirements, low risk commercial and operational solutions, and ability to meet planned and surge requirements make them the trusted supplier of choice to Government agencies in the region.

We are determined to fully meet client needs for reliable, low risk, value for money specialist ship husbandry services, with complete cost transparency.

Qube Government Services offers unique advantages to our clients, such as combining stevedoring with ship husbandry services and one point of contact to provide assured, flexible, tailored and integrated contingency and sustainment logistics.

As an integrated service provider, we coordinate all services from provisioning and waste management to land transportation and port services. Our team has extensive experience supporting vessels from the United States Navy, Royal Australian Navy, Royal New Zealand Navy, Indian Navy, Republic of Singapore Navy, Republic of Korea Navy and Indonesian Navy, whether whilst alongside, in transit or at anchor.

The Qube offer includes key port service agents situated throughout Australia, providing specialised on-ground support, and operations managers to provide a consistent point of contact for vessels throughout their multi-port deployments.

As a full service, vertically integrated management and logistics company, Qube Government Services has the proven capability to manage, integrate and coordinate all of the logistical support services required by any navy globally.

In addition to the cost efficiencies of a one-stop shop, Qube Government Services provides our clients with a number of tangible cost savings to ensure clients engage a contractor with complete transparency that will demonstrate value for money year on year.



Proven Experience

Support to HMAS Canberra's Fiji Deployment

Qube was able to support HMAS Canberra's recent short notice deployment to Fiji. HMAS Canberra, one of two new landing helicopter dock (LHD) ships in the Royal Australian Navy (RAN), was due to undertake its first call to Brisbane when it was committed to Operation FIJI ASSIST 2016 in the aftermath of Cyclone Winston.

To better facilitate the loading of personnel and equipment, Qube was able to organise a berth at Qube's Fisherman Island facility. The Qube facility had the available space to marshal embarking personnel and critical supplies, and this support operation took place over a concentrated 48 hours.

Plywood, roof sheeting and cement bags were among the items received for subsequent loading on HMAS Canberra. Qube managed the loading of aid containers received at Fisherman Island that required lifting onto the flight deck.





Assisting HMAS Canberra to prepare for deployment required the professional attention our commercial customers receive and this commitment was recognised by the ship:

“

Greg,

Thanks very much for the well wishes and all of the assistance you and your team at Qube provided HMAS Canberra.

The support provided has allowed us a seamless transition into our short-notice deployment. Your flexibility in reacting to the multiple needs of the ship was key to the success of our visit.

I will pass your words onto my commanders and I will look forward to working with you again in the future!

Regards,

CAPT

Amphibious Operations Captain, HMAS Canberra

”

Logistics Support to US DoD POW/MIA Accounting Agency (DPAA)

In April 2016, Qube Government Services was awarded a contract to support DPAA on a mission to recover missing personnel from a recently located downed WWII bomber in the swamp in Cape Wom, Wewak, in East Sepik Province, Papua New Guinea.



Qube met with the DPAA mission team leader in Wewak on 3rd April 2016 to confirm the mission requirements and scope of works, and a site recce was conducted the following day. The crash site is approximately 600m from the nearest roadway, situated in dense jungle and swamp.

Qube was tasked with arranging and managing a local labour force of 50 workers, and providing equipment (PPE and tools), 24/7 on-site security, and material handling equipment to assist with the loading and transportation of DPAA's equipment.

Summary

Qube Government Services, part of the broader Qube Holdings Ltd, is capable of:

- Operating in over 40 ports and 75 locations throughout Australia, New Zealand and South East Asia
- Coordination from a centrally-located Singapore office
- Providing specialist on-ground support
- Identifying key contract managers able to support multi-ship, multi-port deployments
- Tailoring accounting and reporting systems to ensure timely invoicing and 360° reporting
- Ensuring a low risk, value for money, and fully integrated service





Contact Details

Patrick Smith

General Manager – Qube Government Services, Tasmania & TT Line
patrick.smith@qube.com.au
mob. +61 412 174 425

Martin Flower

Contract Manager – Qube Government Services
martin.flower@qube.com.au
mob. +61 403 076 137