

QUBE ENERGY PTY LTD Capability Statement





Qube's vision is "To be the leading provider of integrated logistics solutions focussed on import, export and domestic supply chains in Australia, New Zealand and South East Asia".

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 division has diversified operations from Dampier in the west, where we operate stevedore operations and provide O&G supply base services, through to Port Kembla and New Zealand in the east, where we handle motor vehicles, heavy machinery, project cargoes and forestry cargoes, and across the Asian market in countries such as Singapore, Indonesia, Vietnam and Papua New Guinea.

The Bulk division provides customers with the full range of bulk material handling services including road/rail transport, stockpile management and bulk/Rotabox™ ship loading, and handles more than 20 million tonnes of bulk products per annum, while 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.

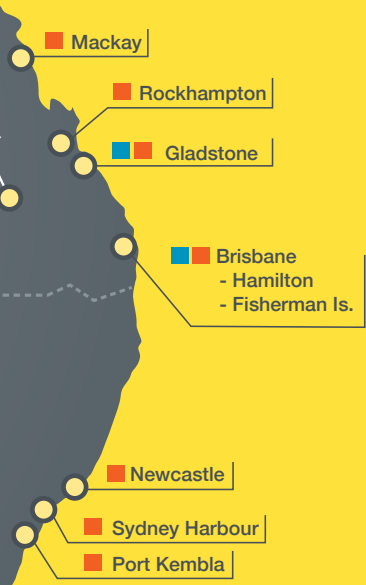
With operations in 80 facility locations around Australia, New Zealand and South East Asia, we offer stevedoring services, supply base functions, and the full suite of operational support services, including logistics support, local and interstate transport, labour hire, equipment supply, material management 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.





Safety, Health and Sustainability



Qube is committed to managing our business in a safe and responsible manner. We work with our people to ensure our teams are diverse, engaged and empowered to deliver positive outcomes for our customers and the communities in which we operate. We strive to manage our business in an ethical and transparent manner ensuring that we have appropriate frameworks and systems. We are committed to ensuring our environmental footprint is monitored, assessed and minimised.

Sustainability at Qube means the safety and wellbeing of our people, caring for the planet, and managing our financial performance, productivity and economic sustainability.

As an integrated supply chain company, Qube's contribution to sustainability is also achieved by providing its customers with industry leading solutions that drive and provide efficiency, reducing the impact of customers' operations on the environment.

Qube works with the local communities in which it operates to achieve better social outcomes,

implementing a range of initiatives focusing on social responsibility, local and Indigenous employment and stakeholder engagement.

Qube embraces diversity and inclusiveness in the workplace. We rely on, and encourage, our people to contribute a diverse range of skills and experiences in order to deliver the best outcomes for our customers. We continue to strengthen our focus on recruiting strategically to increase workforce participation across a range of demographics.

Qube Energy employees undertake formal "Safe Choices" training – an oil and gas program developed for ExxonMobil, this training provides an insight into human performance, decision making styles, fast and slow thinking and present motivation.

Sustainability Framework

The Sustainability Framework defines how sustainability is integrated across the business and sets the requirements for annual objectives, metrics and target setting.

Sustainability is linked to Qube’s business strategy because the sustainability of Qube’s activities is important to the company’s future success. Qube’s sustainability strategy is shaped by its five pillars: Safety, Wellbeing, Planet, Opportunity, Performance.



SAFETY	WELLBEING	PLANET	OPPORTUNITY	PERFORMANCE
<p>We believe our team should go home unharmed.</p> <p>‘Zero Harm’ is an aspiration we will always strive for.</p> <p>In both our physical health and mental health.</p> <p>‘Thrive’ is about helping us to look after both.</p> <p>Both matter every day. And we all have a part to play.</p> <p>Everything we do needs to be done safely.</p>	<p>We believe we all deserve to be our best.</p> <p>Good wellbeing helps us to be our best.</p> <p>‘Thrive’ helps us to nurture good wellbeing as well as safety.</p> <p>As individuals. And as a team.</p> <p>It supports who we are and what we can achieve.</p> <p>Good wellbeing sets us up for success.</p>	<p>We believe in supporting the planet that supports us all.</p> <p>We seek and seize opportunities to be more sustainable.</p> <p>These are outcomes we don’t just want to achieve.</p> <p>These are outcomes we need to achieve.</p> <p>For our future and beyond.</p> <p>Because we only have one planet.</p>	<p>We believe in opportunities for our team and customers.</p> <p>We create training and career opportunities for our team.</p> <p>To grow our people. Benefit our customers. And our business.</p> <p>We seize opportunities to innovate, improve and expand.</p> <p>To support our people. Build our customers. And our business.</p> <p>Success begins with opportunity.</p>	<p>We believe in delivering the right outcomes for all.</p> <p>Whatever the opportunity, we collaborate to create the right outcomes.</p> <p>Investing in technology and innovation sets up the right outcomes.</p> <p>Our relationships and know-how deliver the right outcomes.</p> <p>For our customers, our people, our business, our shareholders and partners.</p> <p>When we deliver, we all succeed.</p>

Qube Energy

Servicing the Oil and Gas Industry



Qube Energy (a division of Qube Ports) is an established provider of supply chain and technical support services to the onshore and offshore oil and gas sector. Qube Energy supports more than 3,983 onshore wells, and 1,000 rig supply vessels, barges and offshore construction vessels per annum at various locations throughout Australia, including Perth, Fremantle, Ashburton, Dampier, Karratha, Broome, Darwin, Gladstone, Curtis Island, Surat Basin, Brisbane, Barry Beach, Melbourne, Geelong, Portland and Bell Bay. Combined with our South East Asian operations in Singapore and Indonesia (i.e. Bintan Offshore Marine Centre), Qube provides a seamless link to our Australian facilities and operations.

Qube Energy maintains certification for ISO 9001, 45001 and 14001, and acknowledges the importance of the oil and gas industry to the Australian economy and the provision of logistics support to this market is consistent with the growth of our service offering over the last 10 years.

Specialist support services that we coordinate include:

- Complete supply base functions inclusive of material management (including dangerous goods), preservation and QA/QC, and quarantine, pest and waste management
- Provision of specialist labour including DLCs, MLCs, MCs and Site Services Coordinators
- Local and interstate transport, including linehaul, infield operations, crane trucks, vac tankers and tautliners
- Australian Government Biosecurity/Customs approved facilities and wash bays
- Full vessel agency functions for all vessel and barge port calls, including imports and customs clearance
- Full suite of asset/equipment provision and management, including on and offshore container hire, sales and repairs
- Comprehensive project management
- International air and sea freight forwarding
- Third party service requisitioning
- Specialist trade services to support the operations, e.g. hot works, mechanical, etc.



Integrated Pipeline Solutions



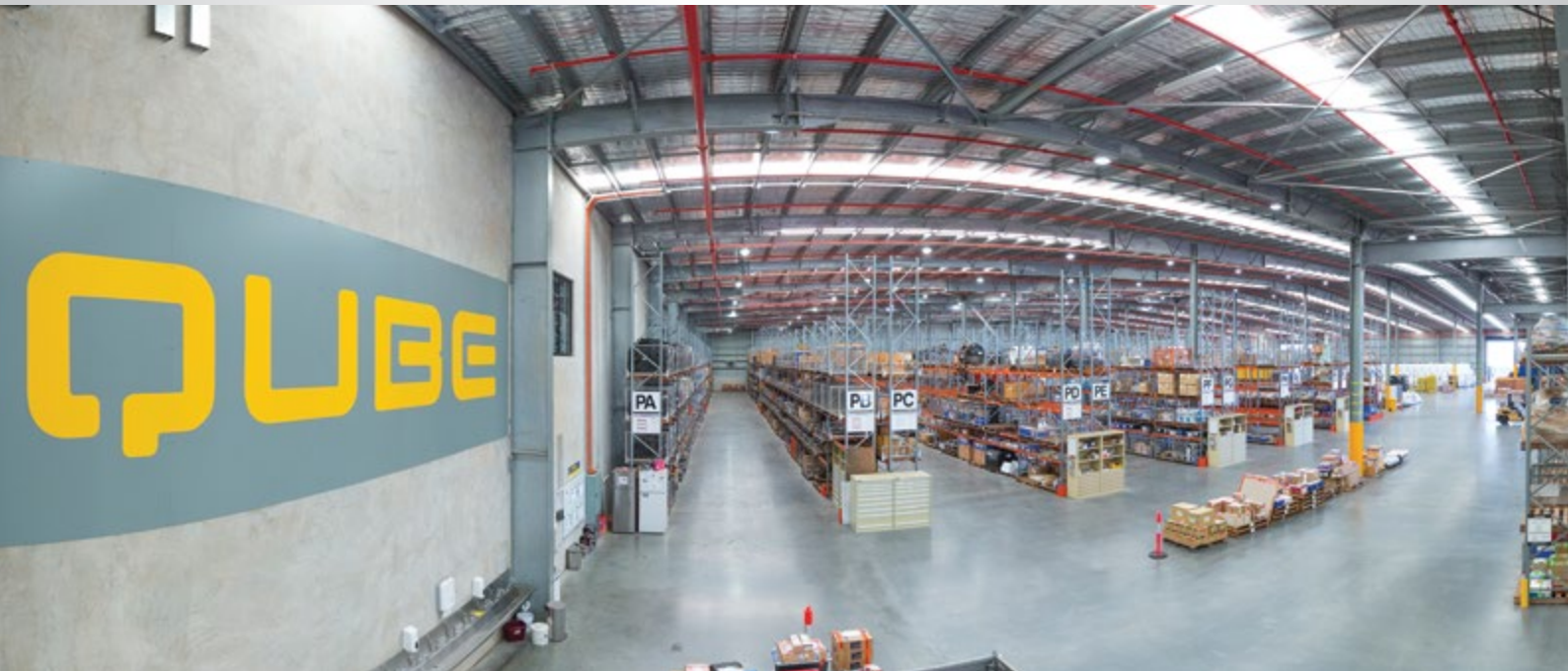
Qube Energy specialises in the development and management of an Integrated Pipeline Project Management Solution for clients in the high pressure transmission pipeline and infrastructure industry (oil and gas, water, slurry and CO2).

Our experienced team understands the demands of pipeline project management and is skilled in managing complex requirements. We can provide a fully integrated solution for our clients' projects, from point of origin to end destination under the one Qube Company, utilising superior pipeline handling technology.

Our capability extends across Qube's vast locations throughout Australia, New Zealand and the Asia Pacific region, as well as through our global partnerships, and includes:

- Freight forwarding and customs clearance
- Vessel charter/agency
- Stevedoring
- Specialist equipment for pipe handling and storage
- Transport
- Superior project and SHSQ management, coupled with real time supply chain data management.

Supply Base Services



Qube Energy offers a national network of supply base services around Australia in locations such as Perth, Dampier, Karratha, Broome, Darwin, Gladstone, Curtis Island, Surat Basin, Brisbane, Barry Beach, Geelong and Portland.

Qube Energy also provides cargo consolidation and container packing/unpacking at off wharf warehousing and strategic linehaul hubs in Perth, Gap Ridge, the East Arm precinct in Darwin, and all major cities on the east coast. Our network of supply bases extends into Singapore, Indonesia and Malaysia, providing a truly integrated service offering to the Australian and international oil and gas market.

Some of the services our facilities offer include:

- 24/7 supply base and stevedoring services
- Shipping and customs agency
- Equipment, machinery and accessories to load/unload trucks and containers, and load and discharge marine vessels
- Provision of lifting and rigging equipment
- Supply of offshore container hire
- Materials management
- Management of dangerous goods storage
- Supply of external lay down area, materials handling and processing area and casing racks
- Supply and management of internal storage, internal materials handling/ processing area and pallet racks
- Supply base waste management services
- Provision of office space and furnishings.

Freight Forwarding and International Logistics Services

With stevedoring, logistics and terminal operations in virtually every Australian port, Qube has built a world class freight forwarding business which supports in the delivery of a truly integrated logistics service to our customers. Our domestic network is unrivalled, and our international network covers all corners of the planet, with Qube owned offices in New Zealand, Singapore, Indonesia, Thailand, Malaysia, Myanmar, China and India, and elsewhere a worldwide agency network of hand-picked specialist logisticians linked by like systems through our Asia Pacific Forwarding Alliance.



In the period since Qube's inception in 2007, the business has created a vibrant and sophisticated freight forwarding operation servicing all regions around the globe through our dedicated offices and network of agents. We have applied our many years of experience to a multitude of cargoes, not just to Australia and New Zealand, but all around the world. Whether it's an Antonov full of conveyor reels from Qingdao up to Aitik inside the frozen Arctic Circle, or a satchel of urgent PCBs from LAX to Nigeria, Qube has managed it all.



Darwin Facilities and Operations

Qube has an extensive operation in Darwin which services bulk, RoRo, container, oil and gas and breakbulk vessels that call at the port. We provide a range of high quality supply base, logistics and stevedoring services at the Port of Darwin and through a range of other Northern Australian ports.



Qube Darwin Supply Base

- 36,000 square metre site
- 25,500 square metres of secure open storage laydown
- 8,000 square metres of internal warehouse and cold storage facilities, including racking
- 2,500 square metres undercover awning
- Mobile cranes to 400 tonne capacity
- Forklift capacity from 2.5 tonne to 40 tonne
- Vessel agency
- Meet and greet, crew management
- Freight forwarding and customs clearance
- Marine vessel support
- Manpower labour supply
- On site offices suitable for 60 people
- Full lighting for 24/7 operations
- Transport services with company owned trucks
- Inventory management database
- General labour hire
- Dangerous Goods store
- Trade services such as hot works, etc.
- 3rd party procurement
- CCTV security.

Qube Wharf Facilities – East Arm Wharf

- East Arm Wharf – common user multipurpose berths
- Quayline: 775m
- Depth Alongside: 13m
- Total Yard Area: 35,000 m²
- Reefer Capacity: 100 points
- Combined 35,000m² site in 3 locations on wharf operated by Qube
- Liebherr LHM 420 Mobile Harbour Crane (124T)
- Liebherr LHM 550 Mobile Harbour Crane (144T)
- LR 1160 Crawler Crane
- 2 x Kalmar Reachstackers
- 2 x SMV 16T Forklifts
- 2 x Kalmar 16T Forklifts
- 1 x Hyster 16T Forklift
- 2 x Clark 3T Forklifts
- 5 x ITV trailers, various ratings between 35T – 45T
- 3 x Docktrucks (ITVs)
- 1 x Ro-Ro Truck.



Western Australian Facilities and Operations

Qube owns and operates the Dampier Barge Facility, a custom built facility located at Dampier Cargo Wharf which also operates as an on-wharf supply base. The facility allows vessels to discharge at a safe anchorage and transfer the cargo to Qube's specialised barge for movement to the shore facility, rather than waiting on demurrage for berth access. Qube also operates Dampier Burrup Material Facility (BMF), under license from Woodside, as well as Qube's Karratha Supply Base.



Perth Supply Base

- 80,000m² of secure open storage laydown
- 20,000m² of internal warehouse storage
- Quarantine and pest management, including wash bay services
- Full logistics suite, including hot shot services
- Project/dedicated services between Perth, Karratha, Broome and Darwin
- Mobile Cranes to 400 Ton capacity
- Forklift capacity 2.5 Ton to 42 Ton
- General labour hire
- Trades services such as hot works, etc.
- 3rd party procurement
- Materials management, storage and handling
- Quarantine and pest management
- Container leasing, management and maintenance.

Broome Supply Base

- Area – 13,000m²
- Warehouse/store – 1,000m²
- Yard – 9,000m²
- General warehouse with pallet racking and large laydown for chrome storage
- Laydown yards including hardstand
- Casing racks and dunnage
- Industrial wash pad
- Hazardous material storage
- Office building with meeting room, kitchen and amenities
- Off street parking
- Secure site access.

Dampier Barge Facility

- Located at base of Dampier Cargo Wharf
- Also servicing vessels berthed at Dampier Cargo Wharf
- 10,000m² sealed hardstand – rated to 10 tons per m²
- Berth at 60 meters long, rated at 10 ton per m²
- Depth at berth 5 meters LAT
- Stevedoring services
- Mooring / unmooring services
- Mobile cranes to 750T capacity
- Forklift capacity 3T to 32T
- Reach stacker capacity to 45T
- General labour hire
- Trades services such as hot works, etc.
- 3rd party procurement
- Quarantine compliant wash bay.

Dampier BMF

- Operated under license from Woodside
- Up to 50,000m² of secure open storage laydown
- Up to 2,500m² of internal warehouse storage
- Berth length 120 meters
- Berth depth 8 meters at LAT
- Stevedoring services
- Mooring / unmooring services
- Mobile cranes to 750T capacity
- Forklift capacity 3T to 16T
- General labour hire
- Trades services such as hot works, etc.
- 3rd party procurement.

Karratha Supply Base

- 20,000m² of secure open storage laydown
- 2,500m² of internal warehouse storage
- Quarantine Wash bay services
- Range of prime mover and trailer configurations to suit including side loaders
- Project / dedicated services between Perth, Karratha, Broome and Darwin
- Hot shot services
- On site offices and amenities
- Mobile Cranes to 400T capacity
- Forklift capacity 2.5T to 32T
- General labour hire
- Trades services such as hot works, etc.
- 3rd party procurement.

Barry Beach Marine Terminal (BBMT) Facility and Operations

Located nearby to all Gippsland Basin oilfields, this is the home base for all Esso/BHP offshore field activity.



Qube has been awarded a long term contract for management and operations for Esso BBMT and has commenced operations in November 2017. With Qube operating BBMT, the facility will be operated with access rights granted to third party offshore oil and gas operators outside of Esso projects.

BBMT is the closet port location to Gippsland Basin oil fields and, at BBMT, all of the infrastructure to service offshore oil and gas projects is already present and in operation.

Berths

- Dedicated O&G Berths: 1 & 2
- Total Berth Length: 210m
- Maximum Depth Alongside LAT: 6.0m
- 505,000 litre capacity fuel tanks located on site with pipelines to vessel
- Fixed pedestal shore crane at 110 ton capacity.

Services

- Oil and gas projects – purpose built facility for offshore O&G
- Berthing priority to O&G vessels can be negotiated as the facility is a Qube managed facility
- Qube own stevedoring services
- Mud plant located on site with pipeline to vessel (Halliburton)
- Cement tanks located on site with pipelines to vessels
- Fresh water pipelines to vessels
- DG warehouse
- Client offices on site
- Bulk materials handling
- Break bulk handling
- Project cargo
- Storage
- Wash facilities
- Cargo tracking
- Electronic messaging (EDI and B2B communications).

Area / Facilities

- Total Area: 80ha
- Reefer Stacking Capacity (TEUs): 20
- Lay Down Area: 25,000m²
- 3 Undercover Storage: 8,000m² total.



Victoria Facilities and Operations



Appleton Dock and Victoria Dock Facilities

Melbourne is the principle port of the state of Victoria, located at the head of Port Phillip Bay. Qube's bulk and general cargo facilities are located at Appleton Dock (managed by our wholly owned subsidiary AAT), a river berth upstream from the mouth of the Yarra River, which flows into the Bay. Qube's Victoria Dock facility is wholly leased and managed by Qube, and is located adjacent to Appleton Dock facility.

Services:

- Oil and gas projects
- Berthing priority to O&G vessels can be negotiated
- Qube own stevedoring services
- Fresh water pipelines to vessels
- Fuel service via barge (MGO)
- Client offices on site
- Container handling
- Project cargo
- Mobile cranes to 400 tonne capacity
- Forklift capacity from 2.5 tonne to 40 tonne
- Vessel agency
- Storage
- AQIS wash facilities
- Cargo tracking
- Electronic messaging (EDI and B2B communications).

Appleton Dock

Berths:

- Dedicated Multipurpose Berths: B, C, D, E
- Total Berth Lengths: 192m, 192m, 200m, 137m; total berth length in one continuous line = 721m
- Maximum Depth Alongside LAT: 10.1m.

Area / Facilities:

- Total Area: 9ha
- Container Stacking Total (TEUs): 950
- Reefer Stacking Capacity (TEUs): 72
- Lay Down Area: 66,000m²
- 3 Undercover Storage: 14,900m² total.

Victoria Dock

Berths:

- Dedicated Multipurpose Berths at 23 and 24 Victoria Dock
- Total Berth Lengths: 350m
- Maximum Depth Alongside LAT: 9.4m.

Area / Facilities:

- Total Area: 22ha
- Container Stacking Total (TEUs): 8,000
- Reefer Stacking Capacity (TEUs): 300
- Lay Down Area: 100,000m²
- Warehouses: 4 separate warehouses at 44,000m².



Geelong and Portland Facilities

Located in Corio Bay, Victoria, Geelong Port is strategically positioned between the ports of Melbourne and Portland, and offers 15 berths across two primary precincts. As an open access common user port, Qube provides stevedoring and other port logistics services at this facility.

The Port of Portland is a deep-water port strategically located between the capital city ports of Adelaide and Melbourne, providing a vital and growing trade link for south eastern Australia. The port is primarily a bulk port moving a large range of commodities. Qube offers bulk and break-bulk stevedoring, general marshalling and supply base services in Portland on a 24/7 basis.

Services:

- Oil and gas projects
- Qube own stevedoring services
- Fresh water pipelines to vessels
- Fuel service via barge (MGO) – Geelong only; Portland via road tanker
- Client offices on site
- Container handling
- Project cargo
- Mobile cranes to 400 tonne capacity
- Forklift capacity from 2.5 tonne to 40 tonne
- Vessel agency
- Storage
- Cargo tracking
- Electronic messaging (EDI and B2B communications).





Geelong

Berths:

- Common user berths Corio Quay (1, 2 and 3) and Lascelles (1, 2 and 3)
- Total Berth Lengths: 621m
- Maximum Depth Alongside LAT: 11m at Corio Quay and 12.3m at Lascelles.

Area / Facilities

- Various sizes on negotiation.

Portland

Berths:

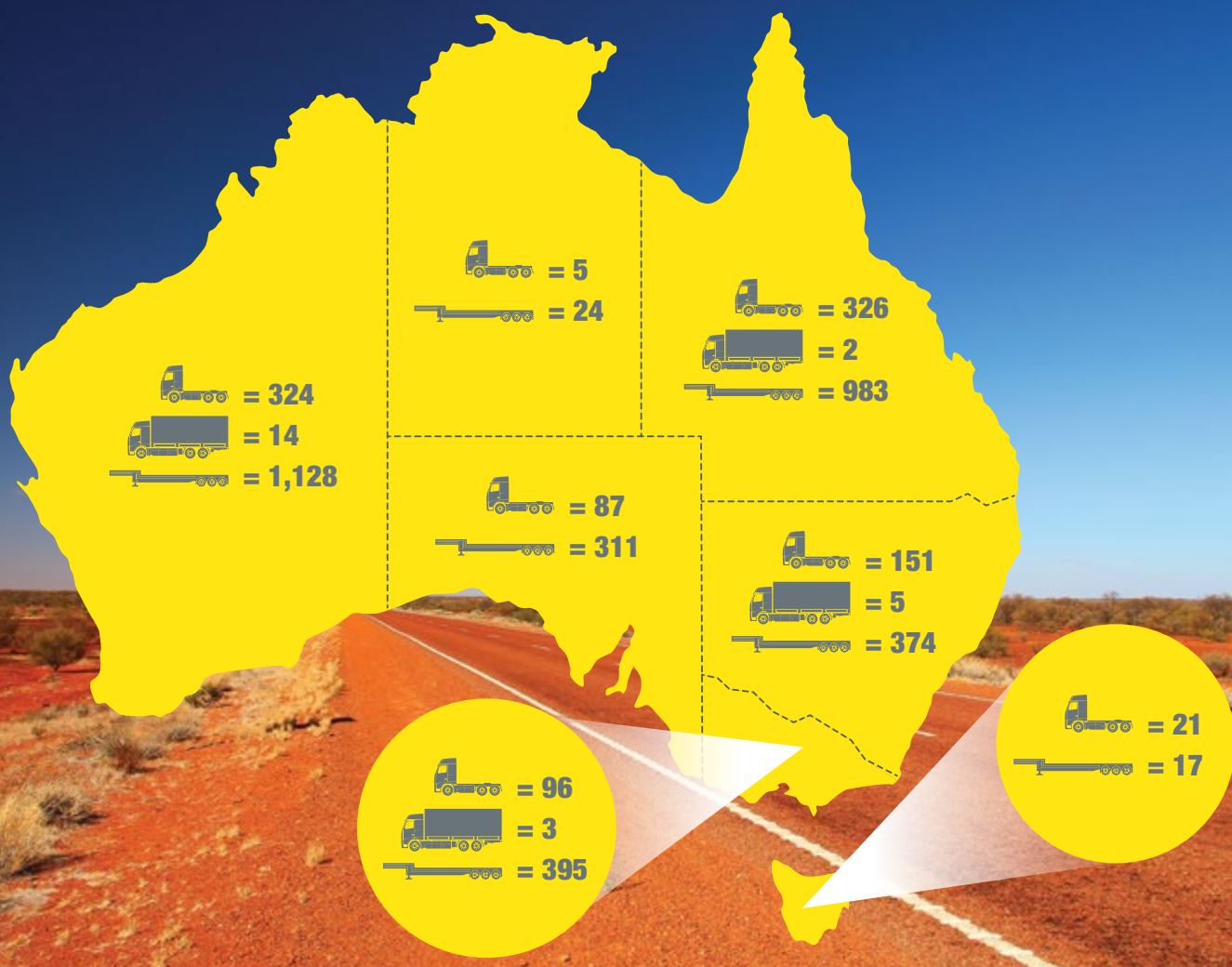
- Common User Multipurpose Berths: 1, 2, 5, 6
- Total Berth Lengths: 210m, 185m, 240m, 229m
- Minimum Depth Alongside: 11.5m, 12.5m, 12.5m, 12.0m.

Area / Facilities

- Open Storage: 10ha
- Undercover Storage: 5,000m².

Qube Transport

Qube operates 900+ prime movers and an extensive range of trailers across all of Australia's key ports, quickly and effectively, to move cargo from port to warehouses, retail stores, or directly to the customer. Wharf cartage services combined with live track and trace via our outstanding IT system capabilities capture and record every freight movement, providing an integrated end-to-end solution for our clients.



QUBE NATIONAL TRANSPORT ASSETS				
State	Prime Mover	Rigid Truck	Trailer	Total Number
New South Wales	151	5	374	530
Northern Territory	5	0	24	29
Queensland	326	2	983	1,311
South Australia	87	0	311	398
Tasmania	21	0	17	38
Victoria	96	3	395	494
Western Australia	324	14	1,128	1,466
Total	1,010	24	3,232	4,266

National Fleet Monitoring Centre (FMC)

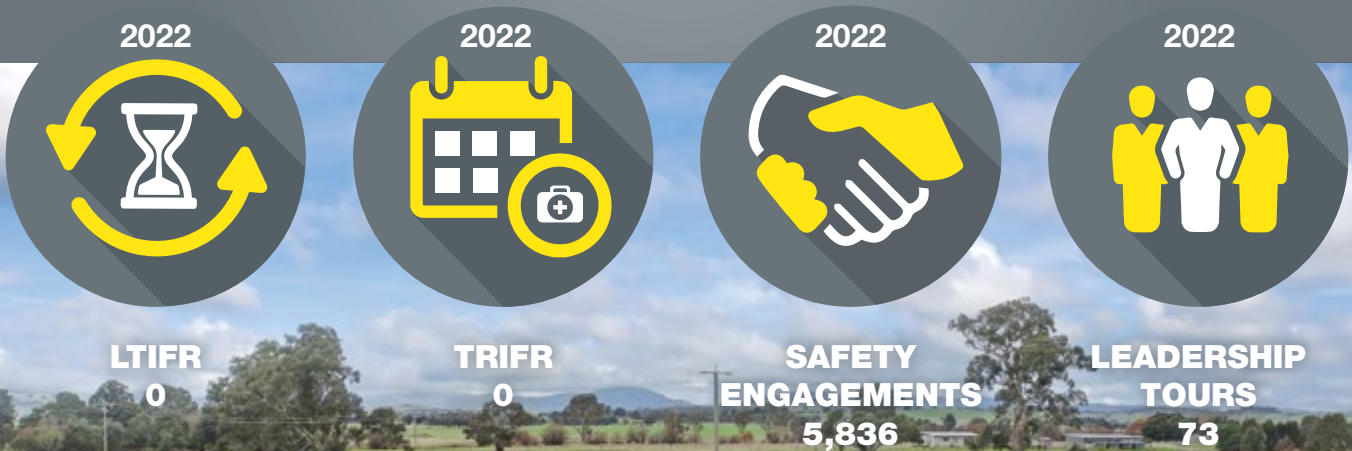
Qube has ongoing implementation of safety initiatives and innovations throughout our business divisions which seek to further ensure safe and efficient operations. Qube is continuously looking for innovative ways to increase efficiency and provide cost savings to our customers.

Qube's Fleet Monitoring Centre (FMC) provides live 24/7 monitoring of Qube's national fleet. The FMC analysts utilise the in-vehicle management system (IVMS) platform, Hawkeye, supply chain management interface platform, Connect, Driver Safety System (DSS), MT Data and Qube's safety, compliance reporting incident management system (INX) in real time to remotely monitor, rectify and report on events including:

- Fatigue and distraction
- Harsh driving, speeding and excessive idling
- Fuel burn, cycle times and bottlenecks
- Payloads and fleet utilisation
- Maintenance
- Inappropriate employee behaviour not otherwise mentioned
- Emergency Response, including "man-down pendant alert"
- Incident Response and co-ordination
- Driver licences, inductions, and verification of competency
- MT Data support and service front end
- IAP (self-managed) capability.



Risk Mitigation and Proven Transition Success



Qube’s goal is to ensure a “Zero Harm” safety culture, which reflects our belief in a workplace where risks are managed and the work does not impact on our people’s health and well-being. Our safety systems are closely monitored and we actively participate in programs that create an inclusive and transparent culture which results in minimised SHS incidents and an engaged and productive workforce. This includes Safer Together, of which Qube is a proud member of both the WA/NT and Qld working groups.

Qube Energy has in-depth experience with contract transitions, having successfully delivered and implemented multiple large production and drilling operations for Chevron Australia, Shell Australia, Esso Australia and ConocoPhillips/Santos nationally. Each transition was headed by a best-in-class implementation project team that achieved no incidents or time lost throughout the transition period.



Continuous Improvement – The Qube Innovation Lab

To ensure Qube is continually pushing the boundaries of business improvement, we have designed and implemented, through our Innovation Lab, an in-house continuous improvement portal to allow the centralisation, review, management and tracking of all improvement ideas.

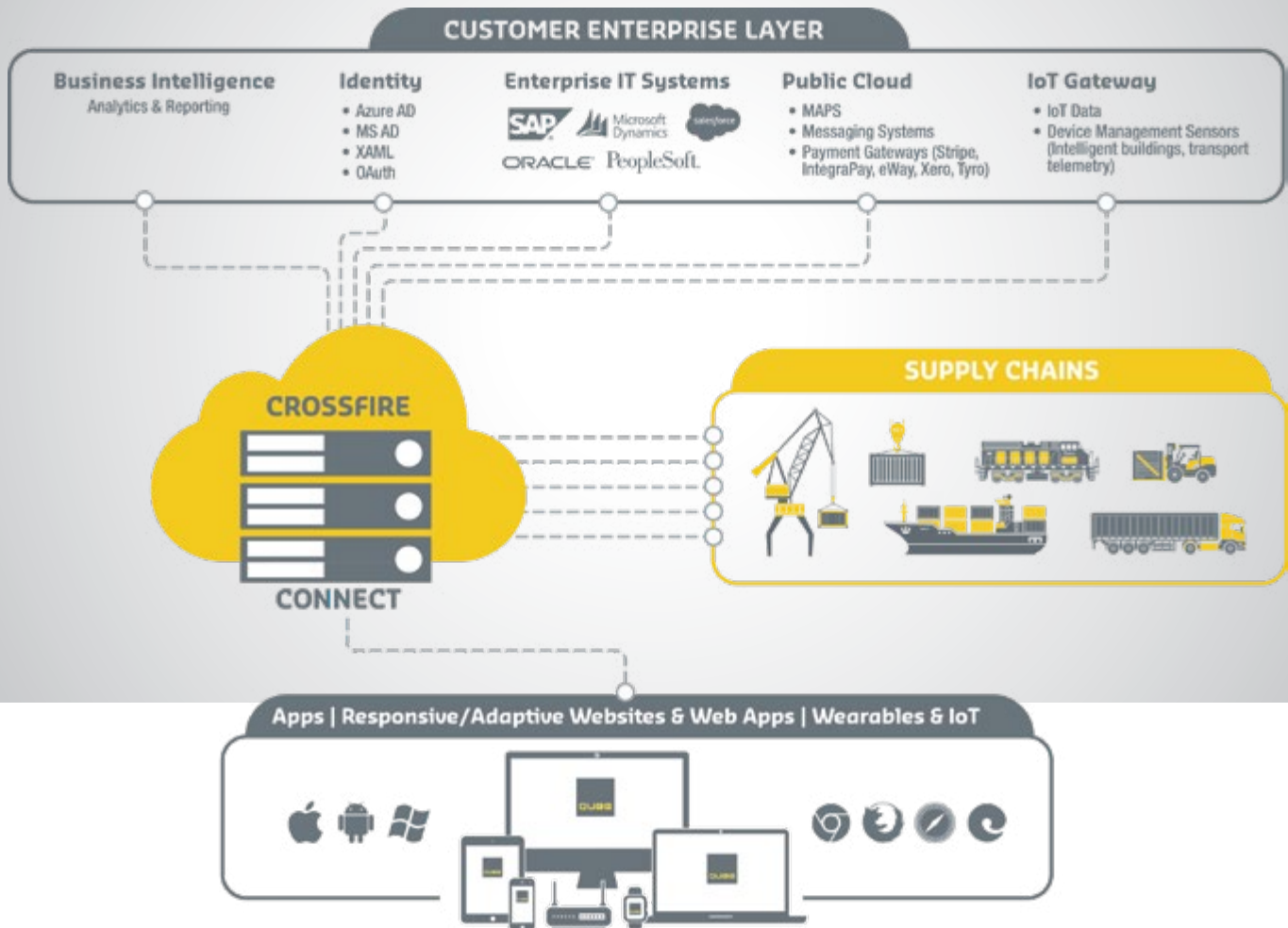
This portal is central to Qube’s approach in ensuring innovation, process, safety and general business improvements are captured, shared and continually implemented, resulting in Qube’s business practices and that of our customers remaining in market leading positions.

The Innovation Lab is accessible by all Qube employees, with all ideas submitted via the improvement portal automatically shared across the entire Qube business to ensure maximum impact.



Qube IT Enterprise Supply Chain Management System

One of Qube's core values is to drive continuous improvement in O&G operations, achieved through our ongoing commitment to investing in leading technology.



In addition to Qube Energy specialising in supply chain logistics, warehousing and technical services, we also recognise the importance of systems and the role that data generated from these plays in improving the efficiency of operating teams.

As such, Qube has committed to establishing and maintaining fully integrated IT and systems offerings which result in the ability to ingest, retain and re-represent data in dashboard format, allowing key stakeholders oversight of business performance.

Qube Energy has dedicated in-house IT teams which specialise in building and deploying customised supply chain ecosystems to represent all critical function data and provide full supply chain visibility.

Environment and Sustainability

These investments have produced the following achievements for the Qube group over the past 12 months:

- A reduction in carbon footprint equals a reduction in operational risk and costs
- Commitment to Zero Harm
- 50% increase in new infrastructure with renewable energy installation
- 8.6% reduction in targeted tCO₂-e per \$M revenue
- 1,140 tonnes of CO₂ per annum carbon offset from Qube's Solar Rollout Project
- 85% of truck fleet is > Euro 5 & 6 standard
- 0 notifiable environmental incidents.



Social Responsibility

The Qube group maintains our social licence to operate by managing community expectations, responding to community concerns and supporting the communities we work in. As a result, over the past 12 months Qube has:

- Continued social investment in the communities in which we operate
- Introduced community and charity special paid leave
- Seen a 0.5% year on year increase in representation of women in our Australian operations
- Implemented proactive health and well-being initiatives
- Encouraged workforce diversity and the next generation.

Qube Energy Capability – Major Contracts

Shell Australia, Provision of Integrated Supply Chain Services

In September 2019, Qube Energy was awarded the Shell Australia Provision of Integrated Supply Chain Services contract. The contract includes the operation of five oil and gas supply bases, a nation-wide transport network and the management of over 170 employees throughout Queensland, the Northern Territory and Western Australia. For this contract, Qube provides services such as the planning and coordination of freight transport, supply bases, yards, well sites, rigs and remote laydown facilities, as well as marine port services and stevedoring.

Qube's aim for service delivery to Shell focuses on the improvement of safety, inventory accuracy and supply chain efficiencies, and the increased usage of local and Aboriginal and Torres Strait Islander content. Additionally, continuous improvement and innovation initiatives are at the forefront of our supply chain design, aiming to increase operational safety, streamline services and maximise revenue.

After a three-month implementation, the Shell QGC portion of the contract in Queensland (encompassing Shell's Miles, Chinchilla, Gladstone and Curtis Island facilities, as well as regional Darling Downs and Western Downs satellite stores) commenced on 16 December 2019, and encompasses the management of four supply bases, a workforce of over 100 employees and a transport fleet comprising dedicated assets which provide infield deliveries to remote well sites. Weekly, the transport fleet undertakes between 600 to 1,200 transport movements and travels an average of 14,600km, equating to over 560 exposure hours. Within the supply bases, Qube's team handles a minimum of 237,674 items per month with a value of over \$26.4 million.

The Prelude FLNG portion of the contract in the Northern Territory and Western Australia commenced on 16 November 2020, and includes the delivery of supply base, transport and marine services and workforce management in support of Shell's Prelude FLNG operations.

A key aspect of Qube's operations includes the use of Qube's in-house developed Connect platform that provides Shell with complete supply

chain visibility. Qube Connect is an event-based, information consolidation and delivery platform providing dashboard visibility of live consignment, orders and inventory tracking. The platform's capability also extends to contract and rate management, orders and dispatch, warehouse management, financial and billing management, and performance and metric reporting.

Fundamental to the success of Qube's nation-wide transport network is the usage of our Brisbane-based Transport Control Tower. All transport requirements for Shell's Queensland operations, including fleet, maintenance and materials management, are managed through this facility, providing a dedicated transport control system to Shell and delivering full visibility of cargo movements.

Safety is at the forefront of all Qube operations. In an effort to improve and build upon Qube's existing strong safety and innovation culture, Qube became a member of the Safer Together organisation on both the east and west coasts of Australia. Qube's dedicated fleet for the contract has been purpose built to meet Safer Together specifications, including via the installation of DSSI and MTData units, reducing risks to our drivers and other road users.

Qube's transport provisions for Shell are founded on the "hub and spoke" model, providing services for Shell's warehouses, rigs and compressor facilities. This model has already seen improvements in Shell's transport efficiencies, including maximised fleet optimisation, reduced standby times and mobilisation costs, and improved trailer combination management.

Shell Provision of Integrated Supply Chain Services

QUBE

QGC Contract Summary (Dec 19 – Dec 22)

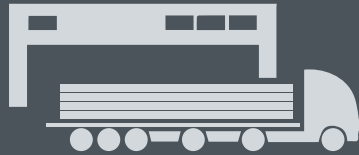
130

EMPLOYEES



4

SUPPLY BASES



3

SATELLITE STORES



3,983

WELL SITES



LTI
FREE

103,107

ORDERS
DELIVERED



5,317,808

KM TRAVELLED



663,030

MAN HOURS
WORKED



Handling a total freight volume of

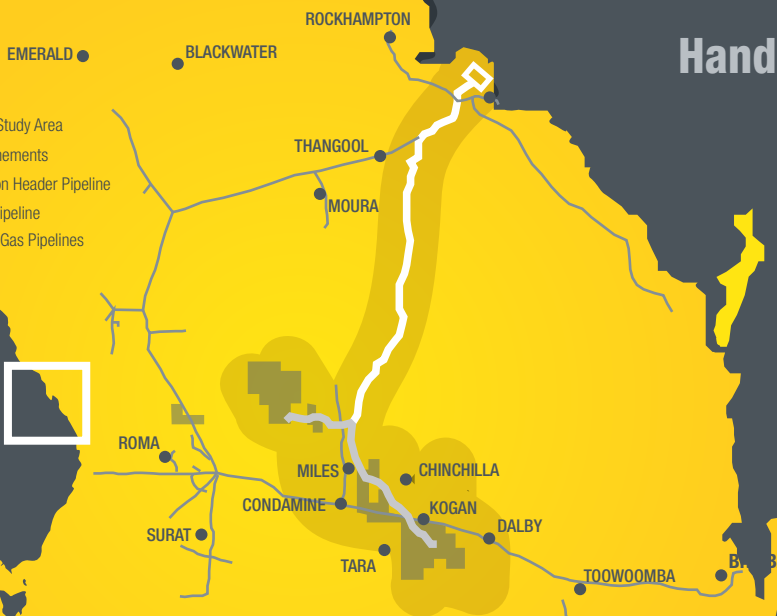
9,850,946

with a value of

\$758,890,090



KEY
Project Study Area
QGC Tenements
Collection Header Pipeline
Export Pipeline
Existing Gas Pipelines



Chevron Australia, Northwest, Perth and Barrow Island Contracts

In 2021, Qube Energy was awarded the Chevron Australia North West Supply Base and Perth Supply Base contracts and was tasked with the responsibility of improving Chevron's key issues of supply chain visibility, safety, reliability and cost, whilst ensuring no disruptions to current operations. Qube's service delivery for the contracts supports Chevron's operation of the Wheatstone and Gorgon Gas Plants, which contribute \$620 billion to Australia's gross domestic product, and includes the management of three supply bases and their associated services, and a workforce of over 90 employees in Onslow, Karratha and Perth, Western Australia.

Qube's solution focused on optimisation, automation and innovation, delivering integrated service streams across WA. This was achieved through:

- Transition to a multi-user facility model resulting in significant ongoing savings through shared equipment, labour, innovation and transport services.
- Integration of Qube's owned and operated Connect platform, which automates and links the supply chain by gathering data at the source and enabling transparency across Chevron's operations.
- Incorporation of Qube's industry renowned inclusive and collaborative safety culture, which encourages the workforce to identify risk and develop innovative solutions.
- The training and upskilling of a reliable and experienced workforce that is underpinned by a stable and longstanding management team.
- The transition to a unit rate structure for footprint and transaction services.

Undertaken over an intensive six-month mobilisation and transition period, the three projects were led by a best-in-class mobilisation team who constructed detailed project plans that eliminated risks and were flexible in nature to accommodate the incumbent operations and Western Australia's Covid-19 regulations.

During the period, Qube's liaison with the WA government and third party intermediaries was critical in the development of SHS and quarantine management plans specific to WA's endemic ecosystems, ensuring the continuity of Chevron's licence to operate and that Chevron's supply

chain requirements were achieved. Additionally, the integration of the Chevron supply chain into Qube's Innovation Lab allowed for the capture of process, safety and general business improvements from the outset, which has seen an average of five improvements implemented per month.

The North West Mobilisation Project consisted of two separate projects that were seamlessly delivered on 1 August 2021 (Wheatstone Downstream Supply Base) and 21 September 2021 (North West Supply Base). Whilst the WDSB Project focused on improved safety and operational efficiencies in line with Chevron's existing facility protocols, the NWSB Project expanded upon these services with the implementation of Qube's Connect system, the novation of the existing lease and the transition to a unit rate model which, over the longer term, will see a cost reduction upwards of 29%.

The Perth Supply Base Project was successfully delivered on 17 December 2021 and was the second facility to undergo a supply base lease novation and transition to a unit rate model, ultimately resulting in a reduction upwards of 35% to Chevron's lease costs. Unlike the North West operations, this contract also includes the delivery of logistics services which, after integration into the Connect system, provided the final piece of Qube's supply chain solution by linking all three sites together.

Qube's partnership with Chevron continues to expand through the integration of Chevron's Barrow Island mobile harbour crane and supply base operations into Qube's integrated supply chain solution, continually improving upon Qube's vision of excellence, automation and integration.

Chevron Australia Northwest, Perth and Barrow Island Contracts

QUBE

Qube's Vision for Chevron's WA Supply Chain



APA/BAO Australia VNIE Pipeline Project



Stevedoring, Customs Clearance and Supply Chain Management

The Victorian Northern Interconnect Expansion (VNIE) Project involves looping sections of the existing 260km Victorian Northern Interconnect (VNI) pipeline to increase capacity, as well as increasing compression capacity north and south of the VNI.

The VNI pipeline runs from Wollert, north of Melbourne, to Barnawatha, south of the Murray River, and the expansion project involves looping 62 percent of the pipeline. The looping and compression project is underway and will be completed in stages.

Qube Energy was contracted by BAO Australia for the project management of Tranche 1 and 2 of the VNIE Pipeline Project. This included customs clearance, stevedoring at Qube's South Wharf facility in Port Melbourne, storage and stockpile management, and transport of the pipe to the lay down areas at Wallan, Tallarook and Benalla in central Victoria.

Qube was also separately contracted by APA to unload pipe into the lay down areas. The task involved transport of 686 extendable trailer loads of coated gas line pipe from South Wharf, Port Melbourne, to APA pipeline stockpile locations.

The unloading, storage and transport processes required Qube to use specialised products for the integrity of the pipe, including:

- In-house designed coated pipe hooks to protect coating integrity
- Specialised spreaders to lift maximum number of pipe safely and efficiently from both the vessels and mobile cranes
- Use of the Vacuworx vacuum lift for quick load out of line pipe from storage onto the trucks for transport.



Saipem-Ichthys Gas Field Development



Qube, through our facilities at East Arm Wharf and Berrimah Supply Base in Darwin, was the successful tenderer to provide full supply base services to Saipem on the construction of the Gas Export Pipeline for the Ichthys project.

The services provided by Qube under the one company included:

- Stevedoring services at MOF 24/7
- Transport services
- Warehouse and distribution
- Crane and forklift hire
- Labour and clerical hire
- Office supply
- Outside laydown
- Waste management
- Container hire
- 3rd party procurement
- Full supply base management services 24/7.

ConocoPhillips Caldita-Barossa and Bayu Undan Phase III Drilling Programs

Qube was the successful tenderer to provide full supply base services to ConocoPhillips for their Caldita-Barossa and Bayu Undan Phase III Drilling programs in Darwin, where Qube provided the following services:

- 24/7 supply base and stevedoring services
- Shipping and customs agency
- Load and discharge marine vessels
- Load/unload trucks and all materials handling at supply base facility
- Transportation of containers and equipment between the Darwin Port Corporation (DPC) quayside and Qube Ports Supply Base
- Management of all materials management: receipt of items, inventory control, pack/unpack containers, storage (including dangerous goods)
- Provision of dedicated dangerous goods storage area
- Management of dangerous goods area and materials in line with regulations
- Supply of dedicated Materials Coordinator position
- Supply of external lay down area, materials handling and processing area and casing racks
- Supply and management of internal storage, internal materials handling/processing area and pallet racks
- Supply of offshore container hire
- Lifting/lifted and equipment rigging inspection and maintenance
- Provision of lifting/lifted and rigging equipment
- Equipment, machinery and accessories, including all personnel to load/unload trucks and containers
- Supply base waste management services
- Provision of office space and furnishings.





Summary

Qube Energy's oil and gas industry experts, as part of the broader Qube Holdings Ltd, are capable of delivering to our clients a one-stop-shop for integrated port logistics services solutions that provide:

- Increased efficiency and accountability
- Improvements in productivity
- Best in class safety and governance practices
- Reductions in product damage
- Improved audit and customer satisfaction scores
- Improvement in employee engagement and workplace culture
- Reductions in lost time injury frequency rate (LTIFR)
- Reductions in breaches of workplace procedures.





Contact Details

Mat Upton – General Manager, Qube Energy
mat.upton@qube.com.au
mob. +61 417 145 009