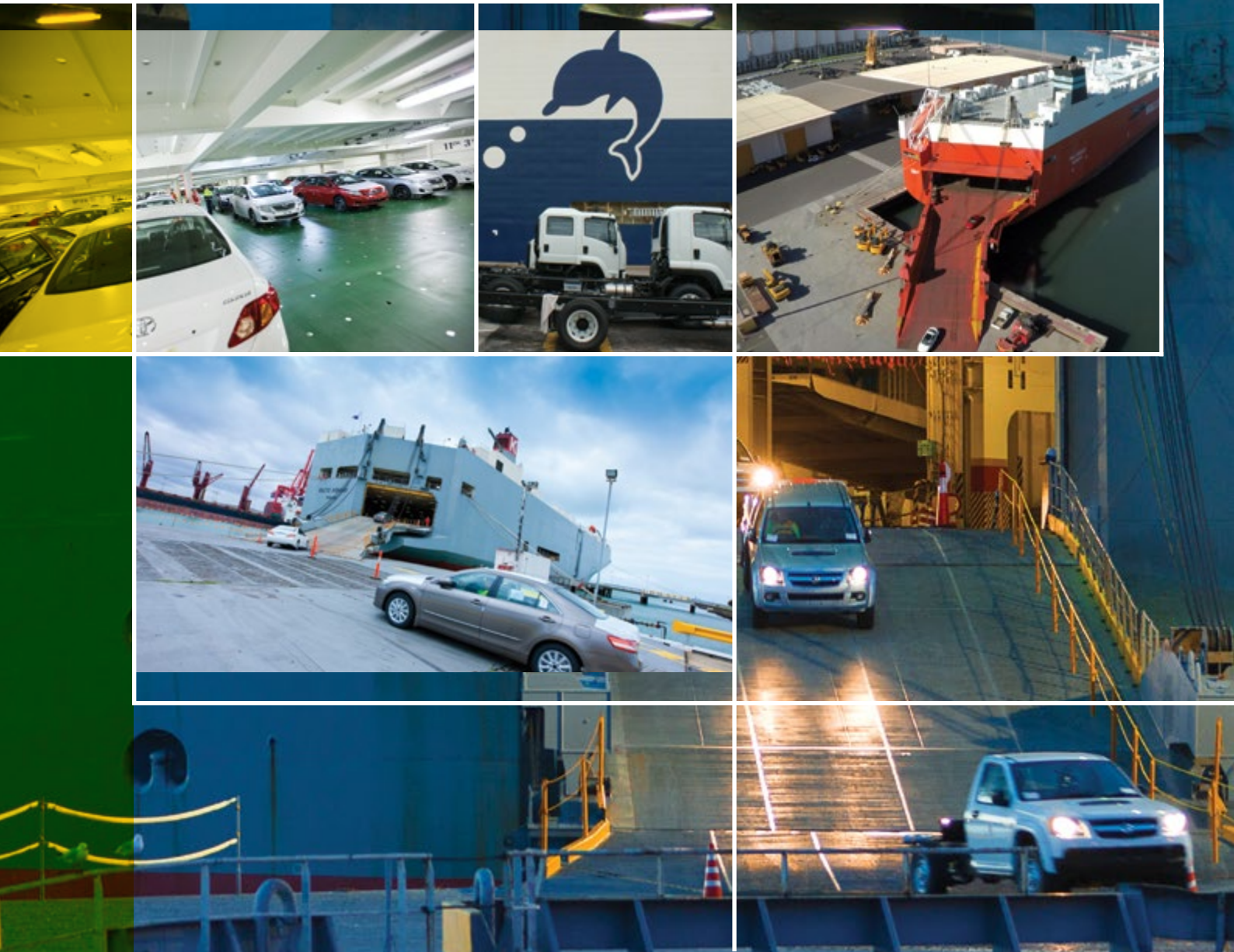


QUBE

QUBE PORTS
Automotive Capability Statement

NO SMOKING



ZERO HARM



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.

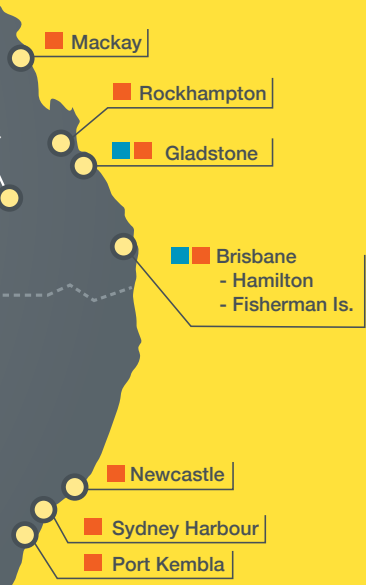
With operations in 80 facility locations around Australia, New Zealand and South East Asia, we offer stevedoring services, supply base functions, and the full suite of operational support services, including logistics support, local and interstate transport, labour hire, equipment supply, material management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





Automotive Capability



Qube Ports is the largest automotive stevedore in Australia, with experience spread across the huge range of automotive cargo imported into the country. We add significant value to our automotive clients as the general stevedore of choice in the Australian market through the discharge and load of vessels across 7 ports nationally, handling over 750,000 units per year.

In New Zealand, Qube provides automotive stevedore services in Tauranga. This service is the only automotive stevedore service in the port and is on the back of a commitment from one of Qube's clients to service that port.

Training was conducted to Australian service standards to meet client expectations, and we have a proven track record of zero damage to date. Qube will aim to increase its presence for automotive stevedoring throughout New Zealand in the future.

With an increased emphasis on “Zero Damage”, Qube has invested heavily in its people and equipment over the last 20 years to continue to deliver and innovate, and to maintain world’s best practice in ensuring zero damage performance as a service provider at the forefront of the stevedoring industry.

Qube has significant industry expertise, and is operated by a professional, dedicated and experienced workforce, coupled with specialised equipment, for efficient and safe vessel and land operations delivered with the highest standards of cargo care.

Qube provides damage free automotive services and schedule integrity through our:

- Commitment to high standards in damage prevention procedures
- Experienced team
- Organisational experience in automotive stevedoring
- Continuous improvement culture
- Established systems and processes
- Demonstrated economies of scale and support network
- HR and IR model based on engagement with employees.



Zero Damage Care



Of paramount importance is damage prevention at all times, and we have a proven track record of initiatives and implementation of procedures throughout our operations to ensure zero damage and service excellence.

Qube Ports' automotive stevedoring offers a number of strategic and operational advantages to our customers:

- Practical and innovative operational procedures
- Professional, experienced, dedicated workforce
- Cutting edge IT solutions spread across the whole transport chain
- Linkages with other companies within the transport chain
- Continually updated damage prevention procedures
- Stable management structure that has worked in the automotive sector for many years
- Commitment to zero damage.



Qube's Dojo Training Innovation



Qube's innovative and leading 'PCC Dojo' safety and training solution has helped to elevate Qube's Pure Car Carrier (PCC) and Roll on Roll off (RORO) stevedoring operations to global industry best practice. It has delivered significant reductions in cargo damage and improvements in quality, safety and service.

To ensure the highest levels of damage free outturn and vessel schedule integrity in our service delivery, Qube looked to build on the unique elements of leading PCC training systems in Japan. 'Dojo' literally means 'Training' ('Do') 'Place' ('Jo') and, under the Japanese training model, employees go to a Dojo to learn the different elements of working in a PCC operation.

Qube designed and implemented an Australian version of the PCC Dojo. It focuses on one-on-one experiential learning and training and includes a full immersion drive simulator at each PCC site – an industry first. Here, employees learn the different elements of working in PCC and RORO loading and unloading operations by completing interactive and practical training across eight specialised work stations.

Qube has seven dedicated Dojo Training Centres around the country whereby every person who works on, or with, PCC cargo operations participates in a session matched to a job skill level. Each session is undertaken as a one-on-one event that takes approximately one hour and covers the essential skills and knowledge required on a best practice PCC operation.





The eight stations that make up the training session are as follows:

- 1. Qube Ports Commitment:** Stevedore must answer questions after reading the commitment.
- 2. Operational Video:** Stevedore must answer questions after viewing the video according to their skill level.
- 3. PPE Identification Dojo Dummy:** Stevedore to answer questions on what the mannequin is wearing according to PPE operational requirements.
- 4. Mirror PPE Reflection:** Stevedore questioned on their attire to meet PPE operational requirements.
- 5. Unlashing Station:** Stevedore to practice unlashing, then assessed via a series of questions.
- 6. Driving Simulator:** Stevedore will practice driving off vessel, then be asked a series of questions.
- 7. Cargo Stowage & Deck Planner:** Stevedore shown drawings of typical PCC vessels and then asked a series of questions.
- 8. Personal Commitment:** Stevedore is asked to leave a message in relation to their commitment.





Qube’s Dojo training has delivered significant business improvement since commencement in July 2013:

| | |
|---|---------------------------|
| Reduction in damage | 33% |
| Reduction in injuries | 47% |
| Increased client satisfaction (audits) by 19% | (Average score now 94.7%) |
| Improved productivity | 9.2% |

Summary

Qube Ports' automotive cargo experts, as part of the broader Qube Holdings Ltd, are capable of delivering to our customers innovative and industry leading automotive cargo solutions that provide:

- Proven results through Qube's safety and damage prevention procedures
- Increased efficiency and accountability
- Best practice PCC "Dojo" training content and application
- The highest standard of PCC and RORO automotive operations
- Improvement in employee engagement and workplace culture
- Reductions in lost time injury frequency rate (LTIFR)
- Improved audit and customer satisfaction scores
- Commitment to zero damage and uncompromising quality, safety and service
- Ensuring a low risk, value for money, and fully integrated service.





BALTIMORE HIGH

PANAMA



Contact Details

Jaron Smith – National PCC Manager
jaron.smith@qube.com.au
mob. +61 437 957 761

