

## Qube 2020 Virtual AGM

### Q&A Session

- 1. Since the Rudd Labor Government was voted out of office, Australia's relationship with China has become dire. China accounts for about 40% of Australia's exports and a large percentage of our imports. Has any member of the Board or the senior executive spoken to the present government to moderate their very public criticism of many of China's domestic affairs so that the return on my shares is maximised?**  
***Mr Michael Robert Wellard***

Mr Allan Davies (Chairman): Thank you Mr Wellard. Qube monitors international relationships as part of its normal operations, however no member of the management or Board, to my knowledge, has approached the existing federal government to lobby them in relation to this particular matter. Qube subscribes to and is a member of the Australian Logistics Council (ALC) which we understand does lobby the federal government on matters such as you have mentioned and we would expect the ALC to lobby on our behalf when and if required.

- 2. In relation to Resolution 2, we acknowledge that Ms. Hollows' skills and experience will make a positive contribution to the Board. However, we are concerned that her not-for-profit and advisory interests will impact her ability to focus on her Qube role. Could Ms. Hollows advise how much time per month is entailed in her other interests, as well as reassure the meeting that Qube's needs will take precedence over her other interests?**  
***Mr Ian Graves, Australian Shareholders Association***

Nicole Hollows (Non-Executive Director): Thank you for the question. I am more than committed to the Qube Board and my other board roles. My charitable efforts for the Salvation Army take up about three hours every two months, it is in a volunteer capacity and my tenure finishes up in March next (or earlier if everyone year as Chair of the Red Shield Appeal Committee after 6 years. The Queensland University of Technology (QUT) Advisory Committee of which I am a member meets only four times a year for two hours after normal business hours and is a minimal and flexible commitment. So I absolutely have the time and the commitment to give to Qube.

- 3. The Qube 2020 Sustainability Report, at page 6, describes Qube culture. With over 6,500 employees across over 135 locations, how are individuals assessed for their contribution to the corporate culture, especially in relation to the Sustainability KPI achievement, or is it measured at the business unit level, and how is this assessed?  
*Mr Ian Graves, Australian Shareholders Association***

Maurice James (Managing Director): Thanks for the question. The Sustainability Report does outline a considerable number of KPIs that we use in assessing performance. In regards to the Sustainability Report those are the KPIs that are easily measurable.

Other KPIs are more challenging to measure and this relies on our organisational structure: our Operating Division sitting under Paul Digney [Chief Operating Officer], split across the Ports, Bulk, Logistics and AAT activities. Each of those groups has a business plan every year that is reviewed by Paul Digney and put into place. In those plans are deliverables around all of our obligations including the sustainability targets that we're talking about. They are assessments at lower level as we operate our business on P&Ls [profit & loss performance] of individual site locations or individual activities so we do have several hundred P&Ls where management are accountable for those P&Ls; equally they are held accountable up through the management ranks for other activities beyond financial performance including sustainability.

I would also say that we have undertaken employee satisfaction surveys to measure some of the reactions of our employees and be able to make an assessment where we can't necessarily define those specific KPIs. There is a range of measures in place to make a formal balanced view of our implementation of sustainability at the business unit or at the site location level.