

BisConnect

Change and Transformation

Welcome to the latest edition of BisConnect. Time moves so quickly - here we are already in July with another financial year behind us!

It's been a transformative year here at Bis. We've seen encouraging early signs of growth with new project wins in Australia and Indonesia. We've renewed all contracts that came to term in the year. We've rebranded and redoubled our efforts around communications, customer focus, innovation and leadership development. The last year has also seen the conclusion of our long-planned balance sheet restructure, with the introduction of new shareholders.

It's an exciting time to be at Bis! Notwithstanding all this change, our commitment to Bis values remains unwavering. As alumni, I'm sure that you know Zero Harm, Unity, Passion, Excellence and Relationships are a critical part of who we are.

As I look back at the financial year, for me the outstanding achievement is that - for the first time in our history - we recorded a Lost Time Injury Frequency Rate (LTIFR) of 0.0. Our Total Recordable Injury Frequency Rate (TRIFR) was 30% lower year on year and our property damage halved.

Growing our business is crucial, but doing it safely is paramount.

Understanding our customers is at the heart of our renewed focus on customer closeness. During FY18 I have no doubt this helped us renew site services contracts for GFG Alliance at Iron Knight Whyalla and Inner Harbour in Whyalla. We also renewed our site services contract with Anglo at Moranbah North and load and haul contracts with Goldfields at Granny Smith and with Western Areas at Forrestania.

Not to mention the award of our second Indonesian contract at Gunung Bara Utama in East Kalimantan earlier this year. We provide some more information on the GBU project in this edition of BisConnect.

In the last year we've also engaged with our customers on a broader industry view, to consider some of the challenges and issues facing our industry.

Through our Ideas in Action forums, we've looked at a range of issues including female participation, illicit drug use and the impact of industry change such as automation on our workforces.

Whether at Bis or now as alumni, I'm sure you will agree we are all faced with an increasing rate of change and transformation.

At the core of Bis is more than a century's experience in supply chain solutions which allows us to keep delivering every day for our customers. But at Bis we are more focussed than ever on using our smarts to add even more value for our customers.

As we embark on a new financial year, we are looking at adding "new tools to our kit" that will be Bis owned products. Watch this space... I am proud to say that innovation runs through all levels of our business. But don't just take my word for it - read my Bis colleague Archie Fabian's story in the pages of this newsletter.

It's because of Bis people like Archie that I am excited about the fiscal year ahead. I hope as Bis alumni you share my anticipation and I wish you all the best in your own efforts and endeavours.

Let's stay BisConnected.



Brad Rogers
CEO

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Operational at GBU



Bis T1250 trucks at Korindo Offices in Jakarta last month before their deployment to the GBU site

Our new Indonesian project at Gunung Bara Utama (GBU) Coal Mine recently celebrated its first milestone with all 160T T1250 assets now onsite and operations successfully underway. This long-term Indonesian contract will see us deliver load and haul services for at least the next five years.

Through the application of our innovative and proven high payload haulage solution we are currently hauling approximately 8,000 tonnes of coal per day.

Our workforce is reaching over 120 people most of whom have been resourced from the local community.

In the lead up to launching the project, we worked closely with the customer to commence operations prior to all customer infrastructure being in place.

Bis Group Manager Corporate Development, Andrew Prout, said "This is a great example of Bis' agility and commitment to both project and client, and our ability to Deliver Every Day, even when faced with difficult circumstances."

The GBU project is located in Mantar village, Damai sub-district, West Kutai Regency of East Kalimantan, Indonesia, and provides resources internationally to the world's coal markets.

Confronting Drugs in the Resources Industry

Our Bis Ideas in Action forums provide opportunities to bring together leaders in our industry to discuss tough topics affecting our sector.

Session two of Confronting Drugs in the Resources Industry discussion focussed on three key themes:

1. Prevention
2. Detection
3. Management

We were joined by special guest Angie Paskevicius, CEO and Executive Director of Holyoake, who provide specialised counselling programs to help people who are affected by alcohol and other drugs (AOD). Angie shared her expertise on early intervention strategies, treatment options, and how we could create a culture of well-being and care.

The session found:

- Research points to educational programs being critical to preventing AOD issues
- Creating a culture of trust is essential. Trust of the Employee Assistance Program (EAP) (only 3-5% uptake on EAP); trust of the process if you do self-report, trust of those working to help (using people who have experienced issues with AOD to educate workgroups)
- Recognising that mental health issues have a direct link to issues with AOD
- Broader wellbeing at work programs important for creating a culture of self-reporting: "We are here to support you."
- Recognition that treatment is an episodic journey of recovery – it is not linear
- Alignment on giving people another chance – would employ again if they are healthy and back on track in the future.

Transforming the Workforce in Mining

Our second session Ideas in Action held this quarter focused on managing the employee pipeline as our industry changes around us. The session focused on the impact that industry transformation is having, how it is perceived by our current and future workforce, and innovative solutions to address the challenges we face.

Leading the discussion was key-note speaker, Denise Goldsworthy, Managing Principal of Alternative Futures Pty Ltd; a consultancy that works with boards and executive teams to challenge their thinking and build innovation into the way they do business.

Denise believes that "the automated solutions that many companies are working on implementing now have already been superseded in other geographies or industries."

"A key part of the reason for the difference in speed is whether the company is looking to automation as a stand-alone solution, or whether they are looking to how the company should change, and that automation forms one part of that change."



Key-note speaker, Denise Goldsworthy (centre) with Bis Director of People, Culture and Markets, Karen Bradshaw (left) and Anna Dartnell, Bis Group Manager - Customer Experience (right).



ALUMNI PROFILE



Rob Brainsbury

Bis provided invaluable perspective

Rob Brainsbury has spent 25 varied years working in the resources sector from large producers, to playing a critical role for a start-up and as the General Manager Commercial for the Bis Eastern Division between 2006 and 2008.

Now the Chief Financial Officer for copper producer Aeris Resources, Rob credits his time with Bis as providing skills and insights which have given him a valuable and even more rounded business perspective.

A graduate of the University of Southern Queensland, where he completed a Bachelor of Business degree with majors in Accounting and Marketing, Rob followed his studies with stints at Mount Isa Mines where he had corporate and operations roles, then after 16 years moved to Rio Tinto before taking the opportunity to work with Bis (then Brambles).

"I joined just before the announcement was made by Brambles that they were selling the business, so I went through that due diligence phase and into the ownership with KKR."

Rob keenly remembers the diversity of the Eastern Division and the different experiences and challenges it provided.

"We had quarries in Tasmania, we had haulage contracts at major coal mines, we had various equipment businesses, processing facilities at mines and a significant underground equipment hire business.

"One of the things I was able to work on was the acquisition of the Allied Equipment business. That was probably the first major acquisition the company did after the ownership change to KKR. It was about \$50m and was basically our second largest competitor in the underground equipment hire business, so we became by far the biggest player in that space."

It wasn't just the work itself that made an impression on Rob.

"The other thing I really enjoyed was the collegiate way of working. It reflected the type of culture I wanted to project into companies I've worked in since then."

The Bis experience stayed with Rob when he moved to start-up Superior Coal as Chief Financial Officer in the middle of the Global Financial Crisis. The company was developing a contract service to extract coal from coal tailings.

"At Bis I had exposure working in a contracting environment which was fantastic because as a start-up company they had a great idea at a technical level, but no understanding of how to pitch and price their offering.

"The disciplines I had picked up at Bis were great to come in and put some commercial integrity around that business, and to present something that was logical to your potential customers. Managing risk through your contractual terms and conditions has also been very helpful in my subsequent roles."

Rob still keeps in touch with former colleagues at Bis.

"I have certainly kept an eye on Bis knowing it was going through some challenging financial times and it's been good to see it come out the other side of that and hopefully now go through another growth phase."

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Fast Facts

Iron Knight

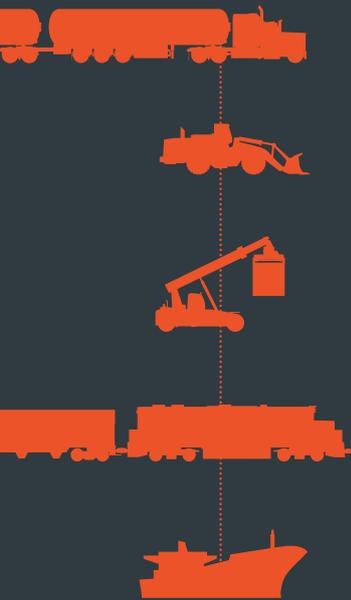


2006

BUILT AND COMMISSIONED IN 2006 TO CRUSH IRON ORE FOR EXPORT TO CHINA

4mtpa

CRUSHING CAPACITY OF UP TO 4MTPA AND PRODUCES A RANGE OF FINAL PRODUCTS TO MATCH THE CLIENTS EXPORT DEMAND



BIS PROVIDE A WHOLE OF SUPPLY CHAIN SOLUTION FOR THE CLIENT (HAULAGE, CRUSHING AND SCREENING, TRAIN LOADING, PRODUCT MANAGEMENT AND SHIP LOADING)



DEVELOPED A SPECIALISED CRUSHING CAPABILITY TO PRODUCE A RANGE OF CUSTOMER PRODUCTS RANGING FROM <32MM DOWN TO <1.4MM (ALL IN FINES)

My Bis - Meet Archie Fabian

My name is Archie Fabian, and I am the Operations Supervisor - Fixed Plant, at Whyalla in South Australia. I am responsible for plant crusher maintenance and day-to-day operations at site. My day ranges from working closely with our customer, delivering toolbox talks to our team, contractor management, and solving any issues that may arise within the hematite export stream.

I have always been a mechanic, but I was interested in exploring the heavier side of things. This is the second time I have worked at Bis; previously I spent five years working my way to the role of Supervisor, after originally starting as a mechanic. This time I have been with Bis for seven years.

During my career with Bis, I can confidently say that we have become a much leaner and more efficient business. We are a customer-orientated and solutions-focussed business; when we see a challenge, we look for a way to fix it. Bis people are problem solvers that like to think out of the box. It was that way of thinking that led the Bis team on site to really understand our customer's needs and deliver Fusion to improve their supply chain and deliver cost efficiencies.

Bis people are problem solvers that like to think out of the box.

Put simply, Fusion is a low-cost substitute for iron rich magnetite, which allows the client to reduce the cost of feed to manufacturing, whilst increasing the grade of iron ore for export.

In the hematite production stream we were able to export material by using Fusion to substitute magnetite, which is high-grade material. By using Fusion Ore instead of magnetite, our customer can export the magnetite and use the Fusion ore, which is a lower cost alternative.

Every tonne that we produce of Fusion Ore is a tonne of magnetite that our customer now has the opportunity to export.

We were able to deliver an innovative solution that provided improvements in our customer's supply chain, which enable them to process material at a lower cost,



and with greater reliability.

I am proud to have delivered a solution in this area, that is unmatched by our competitors. One thing that Bis is great at is providing solutions that improve our customers' supply chain as well as continually reviewing our technology to provide continuous improvement. That is the stage that we are at now.

Delivering a successful solution for our customer was a team effort, and was only made possible because of the people that I work with. Without their hard work, and the support and backing from our local management team, we would not have had the success that we have had.

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Join the Bis Alumni

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