



Women attending our
Advanced Scaffolding
Training session at our
Jandakot Facility (WA).

ALTRAD AUSTRALIA APAC

EXCELLENCE

IN MULTIPLE DISCIPLINES

ALTRAD SERVICES AUSTRALIA is a multi-discipline service provider working in partnership with our clients to build, protect and extend the life of their assets. We deliver complete and innovative solutions to the highest standards whilst providing a safe working environment for stakeholders.





ALTRAD Australia is part of the APAC region which includes Russia, China, Thailand, Singapore, Indonesia and Philippines.

We offer a wide range of cost-driven integrated solutions covering scaffolding, rope access, insulation, protective coating, structural remediation, inspection, passive fire protection, as well as training and assessment for the marine, defence, oil and gas, energy, process and mining sectors.

Additionally, in October 2021, ALTRAD acquired Valmec and RMD Kwickform who both have operations in Australia.

Valmec is a multi-discipline contractor that delivers end-to-end solutions covering design, construction, maintenance and asset integrity across Australia. We can offer an even broader, best-in-class, unique, multi-discipline services offering. Valmec's services which complement those offered by ALTRAD Services include

earthworks and civil; structural mechanical and piping (SMP); electrical and instrumentation (E&I); commissioning, rotating equipment service and maintenance; products and spare parts; field operations; maintenance and testing; inspection; monitoring, and industrial services.

RMD Kwickform (RMDK) provides specialist engineering solutions needed to deliver major infrastructure and building projects. It is headquartered in the West Midlands in England and employs over 1,300 people around the world, including Australia, New Zealand, UK, India, and the UAE.



Australia is big!

Neil Sadler, Managing Director ALTRAD Australia and CEO ALTRAD APAC with Valmec's team (at their Kewdale head office).



< Under the leadership of ALTRAD APAC CEO, Neil Sadler, ALTRAD Services Australia is part of the APAC region along with Russia, China, Thailand, Singapore, Indonesia and the Philippines, but Australia is the size of Western Europe and with a circumference of 16,000 miles – IT'S BIG!

In addition to oil and gas reserves that have helped Australia become the biggest exporter of liquified natural gas (LNG) in the world over the past decade, it is also mineral-rich including iron ore, uranium, copper, coal, nickel, titanium dioxide, gold and alumina, with core resources leading to work for ALTRAD Services. Other key sectors that ALTRAD operates in are infrastructure, defence, marine, power and utilities.

The size, diversity and complexity of the country leads to many challenges that have to be overcome daily by the Australian business to resource and remain relevant to clients that operate in such different geographies with vastly different sector interests and support requirements.



Our MD has worked on some of the world's biggest and most high-profile airport builds and expansion projects such as Qatar's Doha International Airport, Australia's Brisbane Airport, Oman's Salalah Airport and Abu Dhabi's International Airport.



The Jandakot Facility offers a wide range of training and includes workshop and equipment storage.

A promising year ahead

In the Annual Report FY 2021, the ALTRAD Group stated it delivered a solid financial performance in line with budget.

Such positive sentiment is welcome news for ALTRAD Services Australia which has witnessed exciting developments in recent months, despite unavoidable setbacks brought on by the pandemic.

Last financial year it helped deliver 4% of total group revenue and employed more than 1,500 industry experts. This year it remains a highly dynamic industry player that's set to benefit from the recovery in both regional and global economies.


That said, ALTRAD Services Australia is no stranger to technically demanding projects and industry success.






Port Hedland Workshop Facility 5

- Supporting our Pilbara operations
- Scaffold material on standby




Newman Workshop Facility 6

- Supporting our Pilbara operations




Karratha Office & Workshop 4

- Part of JV with Yurra
- Industrial Services business
- Delivering diverse services across Pilbara




Perth Head Office 1

- Head office for Australia
- All functional support (HSE, Finance, Commercial, Operations, Strategy and Growth, HR)
- Approx. 100 employees
- Heart of Perth CBD



Jandakot Logistics & Training Hub 3

- 19,470 m²
- Store up to 2700 T of scaffold
- Logistical hub of Australia's operations
- Training centre




Darwin Regional Office 8

- 8,900 m²
- Regional office
- Full-time senior management administration staff




Adelaide Office & Workshop 7

- 2,000 m² of yard
- Supporting the Osborne Naval operations
- New facility (Nov 2020)



Roma Office & Workshop 10

- Land area over 1,600 m²
- Workshop of 400 m²
- Capacity to store major equipment and critical parts storage
- Support our service teams in the field.



Brisbane Office & Workshop 9

- Dedicated overhaul workshop with the capacity to rebuild major equipment.
- Land area over 2 acres and workshop of 2,600 m²
- Rotating equipment overhauls, parts distribution, and office space
- Overhead gantry cranes



Sydney Office and Workshop 11

- Minor workshop activities and hold critical parts storage.
- Equipment and Gas engine overhaul
- In-house Engineering
- Service and Maintenance (Oil and Gas)



Kewdale Head Office 2

- National Head Office
- Dedicated overhaul workshop with the capacity to rebuild major equipment
- Equipment Storage
- Oil and Gas and Infrastructure Construction
- Service & Maintenance (Oil and Gas)



< Strong national presence

With our head office in Perth, the Australian Business is supported by a total of 12 offices or facilities across Australia. We will be soon extending our footprint with

- an office in Cairns (QLD) as part of the current contract we are delivering for Thales on maintenance services for the Armidale Class patrol boats.
- a facility in Mackay (QLD) to support the BMA (BHP Mitsubishi Alliance) contract we have been recently awarded.

Multi-skilled personnel

ALTRAD Services Australia has the ability to provide multi-skilled teams to undertake complex tasks across Australia.

With more than 1,500 permanent employees, plus access to a pool of regular casuals across the business, ALTRAD Services Australia can meet planned and emergent base and peak load demands.

With an average mobilisation of around 320 employees per month, we can rapidly mobilise qualified personnel. At the peak mobilisation phase during recent LNG construction, ALTRAD Services were mobilising on average 550 people per month.

Additionally, as part of our Reconciliation Action Plan (RAP), ALTRAD Services Australia is committed

to developing business and employment opportunities that will leave a lasting and positive contribution to the local communities in which we operate. Aligned with this commitment, ALTRAD Services Australia offers equal opportunity and encourages women and people of Aboriginal and Torres Strait Islander descent to join the company.

Delivering excellence in four sectors

Energy / Minerals / Defence / Infrastructure

ALTRAD Services' attention to quality and safety has delivered industry-leading results with our highly trained teams achieving zero LTIs and handing over critical path scopes on time, often including third-party growth.

Our extensive databases of thousands of quality employees, technical resources and proven systems along with experienced project management have ensured continuous delivery excellence that sets ALTRAD Services apart from the market.

Highlights:

- All scopes completed LTI free.
- Rapid mobilisation.
- Multiple performance and safety awards.
- Local community engagement.
- Complete project life cycle service offering from Asia construction to Australia commissioning.



< Energy

ALTRAD's LNG Centre of Excellence exemplifies the Group's commitment to this key sector. Located in South-Western Australia, it is known for providing industry-leading guidance to LNG experts worldwide.

With ALTRAD Group being the premier industrial services provider to the LNG sector, ALTRAD has been involved in over 60% of the world's LNG export construction projects.

Over the past 11 years, ALTRAD Services has performed works at several major LNG projects in Australia and Asia, and in doing so has developed unique expertise in managing and successfully executing our specialist and project-critical scopes. We offer a proven asset life cycle solution, leveraging our regional presence. This includes modular construction in yards across Asia; Hook-up, stick-built construction and commissioning locally, through to maintenance and life-extension services.

Such a nerve centre of knowledge is only possible thanks to the many past and present projects ALTRAD Services Australia has participated in and which testify to the confidence industry players have in the Group's capabilities. Some examples include Wheatstone LNG (Chevron), Gorgon LNG (Chevron), Ichthys LNG (INPEX), Karratha LNG (Woodside) and Prelude FLNG (Shell).

Also, ALTRAD Services Australia recently completed blast and painting services on the Maersk Deliverer – a massive mobile offshore drilling unit (MODU) belonging to Maersk Drilling.

Minerals

With contracts with key clients in the minerals sector, including BHP, Alcoa, Tronox, Karara, WesCEF and Iluka, ALTRAD Services Australia has been able to renew and extend current contracts in place.

Though daunting in many respects, ALTRAD Services Australia is more than qualified to lead these massive projects, given its proven track record in protective coatings, rigging, access solutions and mechanical services.

At the end of last year, ALTRAD Services Australia was awarded a major contract by Wesfarmers Chemicals, Energy & Fertilisers (WesCEF). The multi-disciplinary agreement spans over three years and multiple locations.

Tronox Cooljarloo Processing Facility (170 km north of Perth) where we have been providing industrial maintenance services including scaffolding, painting and blasting, insulation, mechanical works (including welding repairs) since 2016.



Red dirt, a common landscape on a mine site.

The 3+2-year contract with BMA awarded in January 2021 is another demonstration of our experience and capability in delivering access and coatings services, including innovative and modern solutions.

The contract includes access services as well as blast and painting services at multiple BMA facilities in Queensland.

With a long-established working relationship with BHP across Australia, we are keen to develop this further by becoming a strategic long-term partner with BMA.

ALTRAD Services has been able to demonstrate key features in our proposal:

- Commitment to the Mackay region and community, including a focus on Indigenous, local and diversity-based employment opportunities
- Industry-leading HSEQ performance, standards and processes.
- Ability to leverage BHP best practice through performance-based KPIs and reporting.
- A strong local leadership and operational team.



< Naval and Defence

A testament to the rigour of ALTRAD's technical expertise in the region is the major surface treatment contract awarded to the Group by ASC Shipbuilding (a subsidiary of BAE Systems Australia).

ALTRAD's contribution to this technically demanding project involves blasting and painting work for the prototyping and construction of state-of-the-art Hunter Class frigates for the Australian Navy.

Last year saw ALTRAD teams participating in cleaning, abrasive blasting and coating application for the HMAS Sheean – a Collins Class submarine operated by the Australian Navy.

On the back of the success of the current and long-term contract with Thales in Darwin (NT), ALTRAD Services has been awarded additional maintenance services for the Armadale Class patrol boats in Cairns (QLD).

Infrastructure

With the acquisition of Valmec, the infrastructure sector will become a significant part of our market. Offering integrated project solutions to efficiently deliver to our clients' requirements, scope of works in water infrastructure would include transmission and distribution network upgrades, borefields, pipelines, pump stations, storage, water, and wastewater treatment.

While providing earthworks and concrete, structural, mechanical and piping, and electrical and instrumentation solutions as well as our core services, ALTRAD Services is a unique provider proposing an integrated range of services across the full asset life cycle.



Armadale Class patrol boat in Darwin.

Australia's new Hunter Class frigate.



< Corporate Social Responsibility

Besides its exemplary service offering, ALTRAD Services Australia invests heavily in what matters most: ITS PEOPLE.

ALTRAD actively promotes its core values of solidarity and respect in Australia by uplifting indigenous communities that were once marginalised.

The Group actively trains indigenous people through various partnerships, where young indigenous Australians receive learnerships and training opportunities.

Recently, as part of its sustainability focus on quality and education, ALTRAD Services started collaborating with Carey Training and the Western Australian Department of Justice's Carey Bindjareb Project, in offering training and placement opportunities to indigenous inmates who have successfully graduated from the Carey Bindjareb program. To date we have offered full-time employment to six Carey Bindjareb graduates and certainly look forward to our ongoing engagement with both current and future graduates of the program throughout 2022 – 2023.

ALTRAD Services Australia is also a member of the Northern Territory Indigenous Business Network and a member of Supply Nation, with access to 2,100 verified indigenous businesses.



In 2021, ALTRAD Services Australia trained and upskilled personnel at multiple sites:

- Aboriginal Scaffolding (Port Hedland).
- Painting and Insulation Rectification (Darwin, INPEX).
- Mechanical Fitting and Electrical Instrumentation (Karratha, Woodside Gas Plant).
- Female Scaffolders (North West, BHP WAO).
- Business Administration (Perth, Head Office).

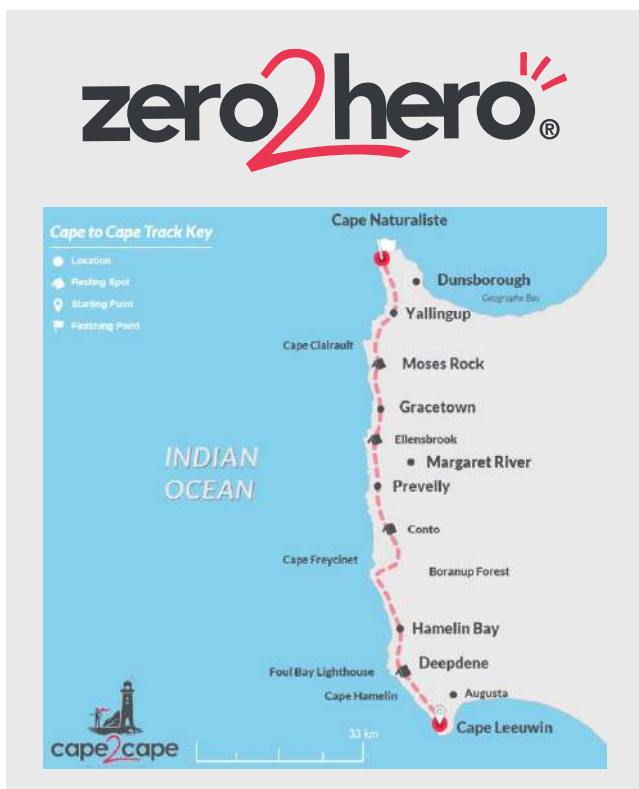
With a positive outlook oriented firmly toward the future, ALTRAD Services Australia is setting an excellent example for all group operations worldwide.

During the National Reconciliation Week (27 May-3 June), ALTRAD Australia officially opened its new Jandakot Facility in Western Australia with a traditional Indigenous cultural ceremony, a tour of our facility, and an enjoyable morning tea inspired by native ingredients. The event was attended by representatives from our customers, Indigenous partners and employees.

Since 2018, ALTRAD Services has been a major sponsor of **zero2hero**, donating and participating in many of their programs, which are designed to:

- raise community awareness of mental illness and suicide,
- provide youth-friendly community programs,
- reduce the stigma around mental illness,
- promote development, interpersonal and psychosocial competencies in young people to encourage them to communicate about mental health, suicide and its causes amongst peers to assist in prevention.

Not only is monetary and business acumen support provided, but senior executives, managers and staff participate in the regular Red Ball, **cape2cape** walks to raise further funds.





< Sports Partnerships

ALTRAD is proud to support rugby at all levels, from grassroots to the elite and at a local, national, and international level. The values that sit at the heart of rugby are shared by ALTRAD and form the foundations of a business that continues to write a legacy across the globe. ALTRAD is using its position within the rugby community to empower people to make more of their world.

In February 2022, ALTRAD signed a four-year agreement to become the Principal Partner of the Western Force, the Western Australia team based in Perth.

As Principal Partner, employees will be able to attend games, invite clients and be offered a jersey on various occasions.

Along with the All Blacks and the XV de France, this Western Force partnership will provide the opportunity to increase our brand awareness, create CSR opportunities and benefit our recruitment campaigns.





Prelude FLNG – with a peak of 900 employees, ALTRAD Services set up a training school for unskilled Korean workers and trained 360 local personnel.

< Highlights on the other APAC regions

While ALTRAD Services is a multi-services provider across the APAC region, each country has some specificities. The table below presents the services provided in each country. ALTRAD Services also has offices in the Philippines as back-office and project support.

SERVICE	AUSTRALIA	CHINA	RUSSIA	SINGAPORE	THAILAND
Scaffolding	✓	✓	✓	✓	✓
Rope Access	✓		✓	*	*
Protective Coatings	✓	✓	✓	✓	✓
Passive Fire Protection	✓	✓	✓	✓	✓
Insulation	✓	✓	✓	✓	✓
Industrial Services	✓	✓	**	**	
Chemical Cleaning	✓	**	**	**	
Asset Integrity	✓	**	**	✓	
Asbestos Management	✓	**	**	✓	✓
Training & Assessment	✓	✓	**	**	**
Refractory Services	✓	**	✓	✓	✓
Mechanical Services	✓	✓	**	✓	
Civil Services	✓	**	**	**	
E&I Services	✓	✓	**	**	

* under development

** managed by 3rd party

Collaboration across APAC

ALTRAD Services Australia provides project life cycle solutions from yard construction to local hook-up and commissioning. An example of a successful collaboration across APAC is the Shell Prelude FLNG contract that involved the establishment of a training school in South Korea and the leadership team managed the seamless transition from South Korean Samsung yard to Australia.

Focus on Singapore

The ALTRAD Group has agreed to acquire a leading Singapore-based corrosion protection specialist. Scheduled to be completed in late Feb 2022, this acquisition will see Altrad Services Singapore incorporating a company with a solid 50-plus-year reputation for excellence into its day-to-day activities. The newly incorporated company provides comprehensive solutions in industrial protective coatings and lining applications, delivering in-house and niche end-to-end solutions in construction, maintenance and asset integrity services to the petrochemical, pharmaceutical, infrastructure, oil and gas, energy, water and resources sectors.

Singapore and the broader Asia Pacific region are key pillars of ALTRAD's growth strategy; accordingly, we are delighted to merge this strong business and its people into our existing operations. This committed investment reflects ALTRAD's confidence in its Singapore team and the growth prospects for our business.

ALTRAD Services Singapore currently operates across 21 different sites for multiple blue-chip clients performing key greenfield and brownfield projects, fabric maintenance, shutdowns/turnarounds, life extension and decommissioning works.



< ALTRAD Services Singapore understands the economic impact we all face due to Covid-19. The need for clients and contractors to develop strategic partnerships in order to overcome the economic challenges with a sense of urgency is critical to sustainability.

We understand there is currently a negative impact on the Singapore energy, infrastructure and chemical sectors with competition from an oversupply of products from overseas. Added to this are the uncertain magnitude and duration of feedstock and commodity prices and a significant reduction in fuels and chemical demand.

As an incumbent critical strategic partner to many blue-chip clients for fabric maintenance and capital project works within Singapore, we are strategically focused on fostering a culture of excellence and enabling employees at every level of the organization to meet these challenges head-on to ensure our strategic objectives of HSSE performance, asset improvement and efficiency and economic viability are met.

ALTRAD Services Singapore is also strategically focused on the well-being of our most valued asset – our employees. In June 2021 we partnered with *My Brother SG* to communicate the nationally coordinated effort in Risk Communication and Community Engagement (RCCE), through effective two-way communication built upon a foundation of trust via multiple networking platforms by pulling migrant worker-related authorities, health institutions and non-profit organizations together to close gaps, pool resources and align goals for maximal synergy.

Together with healthcare institutions nationwide, ALTRAD Services Singapore and *My Brother SG* developed and continue to deliver a series of health and well-being resources to educate our migrant workers on not only how to prevent impacts on their well-being, but also provide outlet resources to manage well-being concerns.

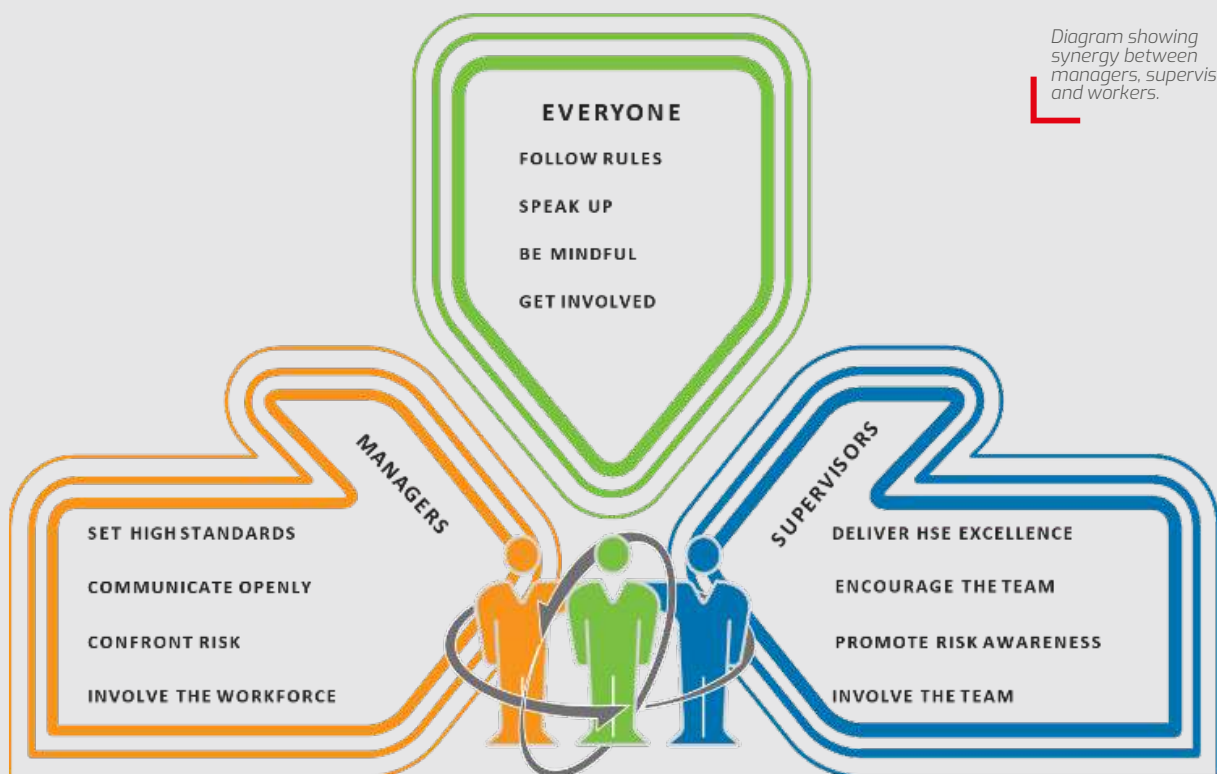
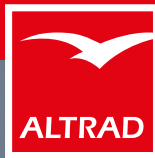


Diagram showing synergy between managers, supervisors and workers.



Hydrogen Park SA in South Australia, an innovative energy project to produce renewable hydrogen for blending with natural gas via the local gas distribution network completed in 2021.



WHAT NEXT? Energy Transition and Decommissioning

Energy transition

Global energy markets are in the midst of a momentous transformation. With the challenges and opportunities in energy transition and Australia's National Hydrogen Strategy to set a vision for a clean, innovative, safe and competitive hydrogen industry that benefits all Australians, ALTRAD Services is well-positioned.

Valmec is an early player in the hydrogen industry with its involvement in the Hydrogen Park South Australia (HyP SA), the largest, first-of-its-kind renewable gas blending facility in Australia. Valmec services included the complete multi-discipline construction, pre-commissioning, commissioning, performance testing, initial operation, and handover of all associated systems to AGIG.

Decommissioning

With \$25 billion in decommissioning activity needing to take place across the country within the next 10 years, Australia needs to turn its attention to the development of its late-life asset management industry.

ALTRAD Services Australia, with support and expertise from our global offshore decommissioning network in the UK and Norway, will share our experience, technology and lessons learned and provide the right services to the operators and marine contractors getting ready for decommissioning. ■

