

BisConnect

Welcome to BisConnect

Welcome to the first newsletter for our alumni, BisConnect. You'll receive one of these from us every 3 months.

I've long thought about setting up an organised network to reconnect with people who've been part of the Bis family in the past.

As you know, we have a long and storied history. We've got great people working for us now, and we've had many fantastic people working for us in the past. While I know a lot of you keep in contact informally, there's real value in broadening our connections.

Since becoming CEO of Bis, I have come to the view that we don't make the most of brand pride associated with our business. Going forward, we want to make sure that we keep you updated on key developments here. We want you to feel better connected with our company than you might have in the past.

I'm proud of our many ex-employees that are out in the world, achieving fantastic outcomes in other organisations. We want to hear what you've been up to - to celebrate your successes, support you in any way we can and exchange ideas and best practices. We'd love to catch up for a drink occasionally and hear some of your old Bis war stories! With BisConnect, we'll provide plenty of opportunities to do just that.

Our history is part of who we are, but we must also look forward. In doing so there is a lot to be excited about.

You may have seen our recent brand refresh. If you haven't, you should check out our new website. We think it really reflects and explains who we are today. Like our company, it's bolder, clear about what we do and leaves no doubt about our customer focus.

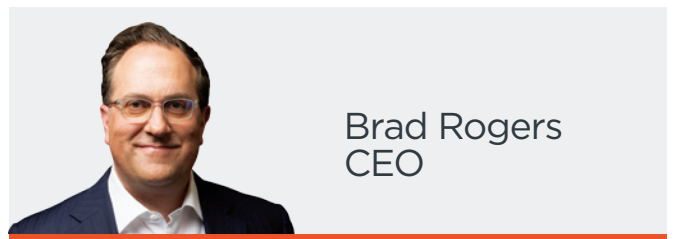
Our rebranding is based on our belief that we need to be more open, more outward looking, more engaging - and connecting with people who have worked for us in the past is part of that.

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Our business is operating in exciting and challenging times. Here at Bis we have, in the last two years, used a time where there wasn't much growth around to focus on our strategy, our cost structures and our balance sheet. We've also reviewed what we offer our customers, how we engage with our customers and how to be even more innovative in the future.

There are plenty of signs there that growth in demand for our services will return and I think Bis is better positioned than ever to participate in that opportunity. We'll soon have new shareholders and, with them, we'll be looking at additional ways that we can grow our company over the next few years.

At Bis, we're looking to the next few years with great excitement. Thank you for re-connecting with us. I look forward to hearing your stories, supporting your work and sharing all the news from Bis with you.



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A Bis Brand Refresh

A company is more than a logo or a snappy website. Take Bis for example, we have been around for more than a century, so why have we just undertaken a brand refresh?

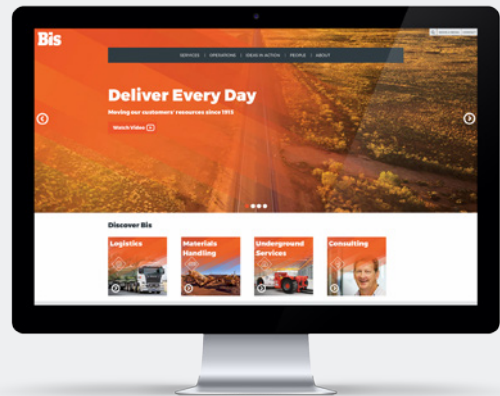
Well it hasn't been a dramatic overhaul, but there are some important changes. For instance, most people - including our own team - refer to us as 'Bis' and from now on we will too. Bis Industries Limited remains our legal entity but Bis is more direct and familiar.

We have also streamlined the way we describe our service offering, focusing on four core business groups - logistics, materials handling, underground services and our new offering, consulting.

The Bis logo has been updated, supported by a new tagline - Deliver Every Day - which embodies our strong culture of reliable delivery of safe, inventive and consistent production outcomes for our customers.

Overall, we think the updated brand better explains who we are. Like our company, it's bolder, is clear about what we do and leaves no doubt that our focus is our customers.

If you haven't seen the changes check out our website bisindustries.com



Well placed for future growth

Bis is a people business. Our teams across Australia and in Indonesia ensure we Deliver Every Day for our customers.

To make sure we continue to do that, it is also critical that we have a strategy and balance sheet that creates the best platform for future growth. That is why our capital restructure is an important strategic achievement for our company.

When we announced it in July, the in-principle agreement to recapitalise and significantly de-leverage the company's balance sheet, it didn't dominate the business pages for days, but the significance for Bis cannot be underestimated.

The resulting debt to equity swap will reduce total debt by around 80 per cent and brings a new ownership structure to the business. The exiting owner KKR has played a positive role in the development of Bis and we are excited about the new ownership structure which will see Carlyle Strategic Partners, Metrics Credit Partners, Värde Partners and others come on board.

The future owners of the business bring deep international experience and capability, and we look forward to the opportunity to work with them.

Bis has always been a strong operator with a resilient business model and long-term, blue-chip customers, but a revitalised balance sheet that cuts debt by a billion dollars will create options for the business that didn't previously exist.

The changes to the ownership and financial restructure of the company are happening hand-in-hand with us pursuing more opportunities with existing and new clients, expanding what we offer and identifying new places to operate.

It's an exciting time to be part of Bis - we have financial stability, opportunities to grow and we are in a better position than ever to invest in our capability and continue to deliver for our customers.





Julia Scott

Bis a career bedrock for Julia

Julia Scott was the first law graduate at Bis and she has fond memories of her three and a half years with the company.

Now an energy and resources lawyer at Gilbert + Tobin in Perth, Julia says working at Bis was “such a good bedrock” to both develop her legal experience and build a greater understanding of the resources and contracting sectors.

“I’m getting some fantastic experience at G + T. A lot of the work I am doing is what I did at Bis but also broadening my horizons into areas such as renewables and oil and gas,” says Julia.

Her career path has been different to most law graduates who generally start in a law firm and then often move to an in-house corporate role.

A graduate of the University of Western Australia with a Bachelor of Laws and a Bachelor of Commerce, Julia was heavily involved in drafting and negotiating contracts, supporting the establishment of Bis’ Indonesian operations, as well as providing legal advice during strategic acquisitions and divestments by the company.

Julia says her work with Indonesia was especially rewarding as she has a long-standing interest in the country and is the Vice Chair of the WA branch of the Australia Indonesia Business Council.

“When people ask me what I did at Bis, I always say that every single day I’d come to work I never really knew what was going to be thrown my way and that was the thing that just made it so exciting and so interesting,” says Julia.

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“Bis really is an organisation where it is what you make it. Just go for it because there are so many opportunities to develop professionally and to be involved in projects that you wouldn’t otherwise get the opportunity to be involved in.”

She says her positive experience at Bis was enhanced by her manager Graeme Brentson.

“I think it’s so important for a junior person to have a sponsor who is going to invite you along to things even if you are just sitting there listening and soaking things up. Corporate Counsel, Graeme and Brad Rogers, Bis CEO had such an instrumental part in my professional development, they really championed me.

“I was also given the opportunity to travel and it was a fantastic way to learn and see beyond the office. I think that’s where you really learn most about the business and the team really appreciated people from the head office coming and seeing what they were doing.”

Julia is a big advocate of networking and excited by the launch of BisConnect.

“I’ve made a deliberate effort to keep in regular contact with the Bis team and just think it’s great to be able to maintain those connections. The alumni become your company’s advocates and I still promote Bis where I can so I think it’s a really good initiative,” she says.

Fast Facts

Tabang, Indonesia



LOCATED IN REMOTE PART OF EAST KALIMANTAN, BORNEO ISLAND.



CUSTOMER IS BAYAN RESOURCES, ONE OF THE LARGEST COAL MINERS IN INDONESIA.

7.5m

BIS HAULED 7.5 MILLION TONNES OF COAL FROM TABANG IN 2017.

70km

TRANSPORTED 70KMS FROM SITE TO BARGE PORT.

98%

NEARLY 450 EMPLOYEES - 98% LOCAL WORKFORCE.

30

30 HAULAGE TRUCKS INCLUDING 19 OF BIS DUAL POWERED ROAD TRAINS (DPRT).

2x

ALSO OPERATE ROAD MAINTENANCE EQUIPMENT, 2 X WORKSHOPS, 2 X CAMPS

4m

ANNUAL RAINFALL OF OVER 4 METRES (157 INCHES)

My Bis – Meet a member of the team



As it turns out, I don't stutter in Bahasa! But more on this later.

Hello, my name is Andrew Prout and I support Bis' Indonesian operation. This includes commercial, operational analysis and project management for our Tabang operation as well as business development activities as we seek to grow our Indonesian business. I have been with Bis for over 7 years primarily in corporate level roles but joined the Indonesian team about 12 months ago. Not too bad for a naturally introverted person with a stutter.

For me, the best part of moving from a corporate role to being aligned to a business operation is building working and personal relationships with the site based team. Our site teams are at the coal face, day in day out, and working with them to solve problems and get things done is a great experience. Thank you to the Tabang team!

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Now, a short story about one of my first Indonesian experiences.

Twelve months ago, I attend a short handover meeting with the colleague I was replacing. “Andrew” he says, “make sure you always smile, be polite, remain calm and be respectful. And the most important thing to remember is....”. His phone rings and he takes the call. On his return I say “so what is the most important thing to remember?” He says “What? Hmm, I cannot quite think of it now. Anyway you'll be fine”. With handover complete, I head to site.

The Tabang pre-start meeting has already commenced as I walk in. Its 6:35am and our day shift drivers will jump into their trucks in less than 30 minutes. Light rain has fallen overnight which means by midday it will be dusty given the hot conditions on site.

The supervisors are talking safety and while they are speaking Bahasa, Zero Harm in English apparently seems to also be Zero Harm in Bahasa so I can broadly follow.

As I take my seat at the front, I notice the supervisors glancing over in my direction. I look to our operators, I am also getting eye contact from lots of the drivers. Why is everyone looking at me I think? I don't normally get this much attention. Must be because I was a few minutes late. Wouldn't it be funny if I had to say a few words I thought? I must know about 6 words in Bahasa. Sudden panic....yep, I reckon they are going to want me to say a few words to this group of 30 drivers. And with that, Widodo our Superintendent gestures to me to come up the front.

“Salamat Pagi (good morning)” I say. “PAAAGGGIII (morning)” everyone shouts back. And they really SHOUT it back.

“Apa kapar (how are you?)” I respond. I get some further responses from the group. So far, so good.

OK Andrew I tell myself, keep it simple and don't speak too fast. I.e. do the opposite of what you normally do.

“Zero Harm – bagus (good)” I say, followed by “Production – bagus” and then finally “Dust – tidak bagus (not good). I say “slow” and move my arms from high to low to communicate this. Dust is the key message I want to get across to them. I look around, everyone is watching me. They are focused, all smiling at me and no one looks confused. I think they have got the message. “Terima Kasih (Thank you)” I say and I walk off stage feeling a million dollars. When I started with Bis I never thought I would be doing a prestart in Bahasa at an Indonesian operation.

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Shortly after this I run into the former Bis employee who gave me the handover. “Andrew” he says, “how is it going up there?”. Great I say...” I think I am communicating really well”. He says “I forgot to tell you something about Indonesian culture – when you are not being understood you will likely be stared at or even just smiled at. Generally Indonesians don't want to give you the impression they do not understand you.”

Right...well at least I didn't stutter! I've been on a great career journey at Bis, I cannot wait for the next instalment.

Join the Bis Alumni

✉ BISCONNECT@BISINDUSTRIES.COM



[BISINDUSTRIES.COM/PEOPLE/BIS-CONNECT](https://www.bisindustries.com/people/bis-connect)