



CAPABILITY STATEMENT

Integrated Services Offering

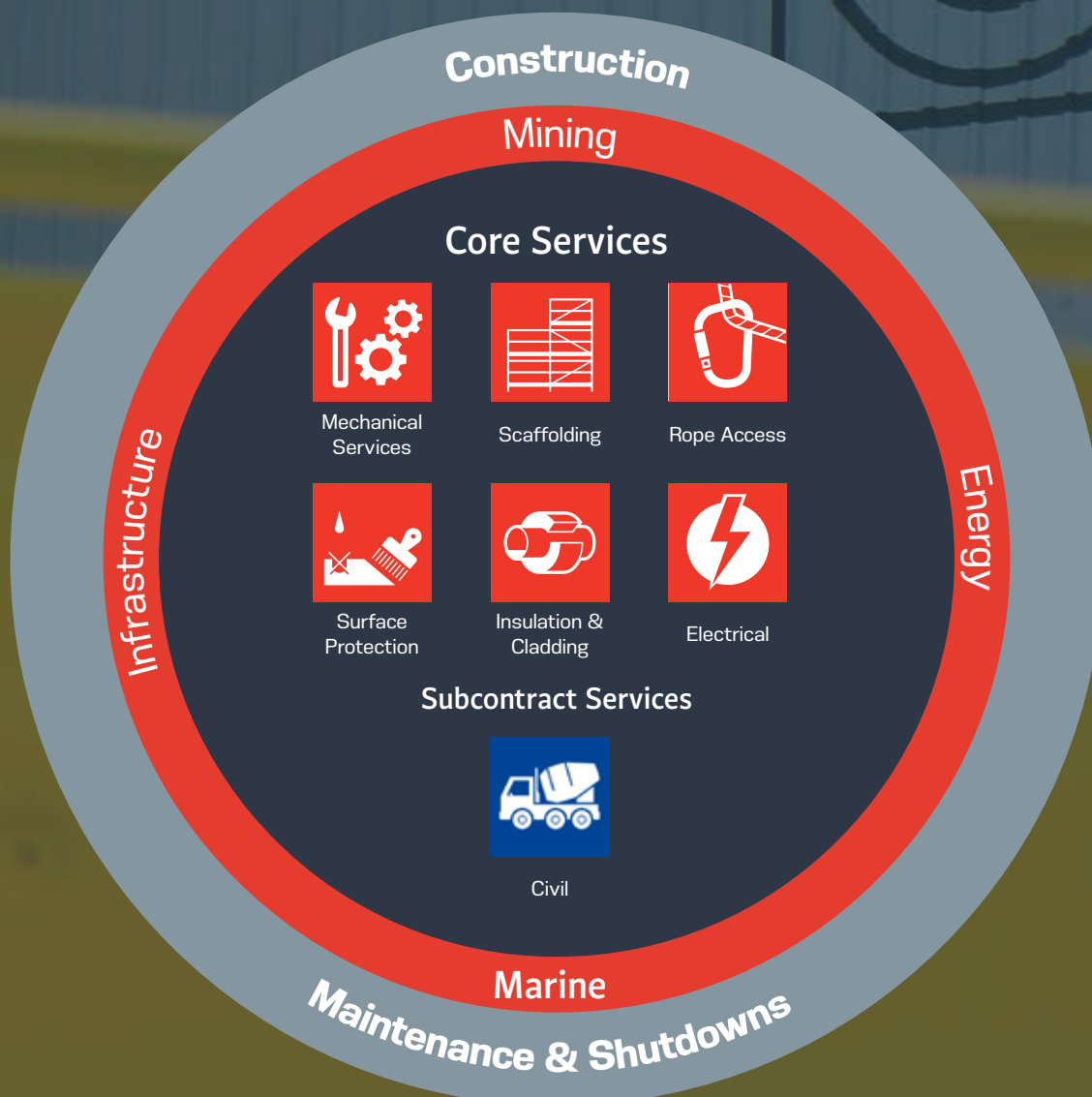


Who We Are

KAEFER Integrated Services has an established and widespread presence across Australia, operating in the country for over 40 years and globally for over 100 years.

We are a leading provider of turnkey construction, maintenance and industrial services. We specialise in the delivery of mechanical services, surface protection, electrical services, insulation & cladding, access solutions, passive fire protection, marine structures remediation and asbestos management. We also undertake civil services through established relationships with specialist partners.

What We Do





KAEFER

When it counts, count on us.

Our Locations in Australia



KAEFER Global

Doing things the KAEFER way. Since 1918. KAEFER has developed into a market leader for plant integrity services and solutions in the Mining, Energy, Industrial, Marine, Defence, Government and Construction Industries.

With over 30,000 employees and operations in over 30 countries, we are a true global player.

We are driven by innovation and doing things differently, developing new and tailored solutions to benefit our clients and are industry front-runners in digitalisation. We also ensure quality, safety, cost-efficiency and continuous improvement through our substantial in-house expertise and fully-integrated services.





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Technical Excellence

The KAEFER Group is the only industrial services contractor that has its own in-house Corporate Innovation & Technical Excellence (CIE) Department, located in Bremen, Germany. This department has laboratories that can test insulation (thermal and acoustic) and coatings products in various simulated climatic and process conditions, such as cryogenic pipework operating in tropical environments.

Our local technical experts work closely with our international counterparts to share best practices. Our global portal allows for the transfer of best practice information to all KAEFER companies.



HSEQ at KAEFER

KAEFER Integrated Services is committed to the safety of our people and our customers, with quality and environmental preservation being critical in the overall delivery of everything we do.

KAEFER's Occupational Health & Safety Management System is certified to ISO45001:2018. Our Quality Management System is fully-certified to ISO 9001:2015 and our Environmental Management System to ISO 14001:2015.

JAS-ANZ



SMART CHOICES

SMART Choices

KAEFER's commitment to HSEQ is driven by our holistic program *SMART Choices*. The program focuses on the choices employees make, both at home and at work, and is centred around five key business pillars.



SAFE CHOICES



PROUD CHOICES



GREEN CHOICES



HEALTHY CHOICES



EFFICIENT CHOICES



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Life Saving Commitments

KAEFER's Life Saving Commitments underpin the safety culture within KAEFER. They define our commitment to ensure our employees remain safe in our workplaces and assist them in making SAFE Choices. The Life Saving Commitments have been developed to ensure all KAEFER employees are protected specifically when conducting high-risk activities. The 9 commitments were selected after review of past incidents and the critical risk exposure to our employees through the various disciplines of KAEFER's operations.

The Life Saving Commitments link directly to the SAFE Choices Pillar of the SMART Choices Program by supporting the workforce to make safer, better decisions.



1. Fitness for Work



2. Working at Heights



3. Dropped Objects



4. Confined Space



5. Energised Equipment



6. Hazardous Substances



7. Trained, Competent & Certified



8. Lifting Operations



9. Driving Safety

QA/QC Management

KAEFER is highly experienced in working to a wide range of specifications and standards across our key service offerings.

With dedicated teams of QA/QC personnel nationally, support is provided at a corporate level as well as assisting our on-site execution teams.

KAEFER's Quality Management system has been developed in alignment with and is accredited to ISO 9001:2015 principles.

KAEFER develops contract-specific Quality Plans, Inspection and Test Plans (ITPs), Internal Audit Plans, procedures and work method statements to meet client requirements.

Supporting this is an in-house developed Project Management System (KPMS) for Quality Inspection and Reporting.

Our Systems

KAEFER's management systems have been custom-designed to support execution of our core services. This includes a range of in-house developed software solutions as well as continuous improvement programs to promote efficiency in delivery and provide certainty to our clients.

Project Controls & Reporting

KAEFER Project Management System (KPMS) is a dedicated management system developed in-house to manage data flow and work flows of our contracts.

Integrated with Primavera P6, KPMS manages work orders from initiation through to completion, providing full visibility on schedule, cost, productivity and QA reporting.

The system has an in-built scaffold management module (KAEFER Scaffold Management System - KSMS) that allows us to track scaffold material and costs inclusive of labour and productivity measures.

The software is also compatible with mobile devices and intrinsically-safe tablets, enabling real-time updates and progress tracking from site.





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LEAN at KAEFER

Continuous improvement is fundamental to KAEFER's drive for sustained success. KAEFER's LEAN program is customised for our organisation and our services and provides a platform for this.

LEAN is a management philosophy that aims to deliver maximum value for clients by minimising waste in production and service delivery.

The program uses specific tools to identify 'waste' in maintenance or construction execution and coaches teams to find solutions to reduce this waste.

A LEAN project is where:

- > Analysis is conducted on existing processes to determine baseline and realise any wastes and waste patterns;
- > A LEAN workshop is carried out to develop process improvements;
- > Improvements are actioned;
- > The improved baseline is determined; and
- > The improvements are sustained as the new current processes.

Productivity and efficiency improvements before and after LEAN improvements are then converted to LEAN savings.

CONTINUOUS
IMPROVEMENT



Community & Sustainability

KAEFER Integrated Services is guided by the philosophy of being welcomed by the communities that host our business activities. KAEFER works towards this goal through effective engagement with stakeholders, respect for cultural heritage and diversity, creating economic opportunities, investment in community projects and programs and fostering a strong residential workforce.



KAEFER believes in being an active participant in the communities we live and work in and support initiatives that help to create healthy, vibrant and cohesive communities.

KAEFER continues to support local communities through a number of initiatives, including sponsorship programs, donations to community institutions and traineeships. We are also committed to maximising opportunities for local industry and will provide full, fair, and reasonable opportunity for suppliers and subcontractors to assist in the delivery of our activities.

Globally, in 2010, the KAEFER Group started its own Foundation supporting global causes including prevention of diseases, natural disasters, protection of environment / ecosystem, science and projects for younger generations.

**CHANGE
LIVES**

KAEFER FOUNDATION



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Indigenous Engagement

KAEFER Integrated Services is committed to Indigenous engagement, promoting an inclusive work environment and encouraging full participation of all employees in contributing to the achievement of our business objectives. We have a formal corporate policy in place outlining our commitment to maximising employment and development outcomes for Indigenous individuals and businesses.

KAEFER has an established traineeship / apprenticeship program in place and we undertake regular engagement with several TAFE Colleges nationally.

Other recent initiatives include membership and engagement with not-for-profit organisations including Diversity Council Australia and Reconciliation WA.

KAEFER's Indigenous engagement strategy is underpinned by our National Reconciliation Action Plan, which has been officially endorsed by Reconciliation Australia at "Innovate" Stage.



Markets & Services

KAEFER Integrated Services works across a range of industries. From energy and mining through to marine and infrastructure, we provide tailored services and solutions for major clients across Australia.



Energy

KAEFER has earned a global reputation as a leading service provider for the Energy Industry, from the LNG and Oil & Gas markets through to energy production and distribution. Our expertise extends from onshore oil & gas plants and power stations, through to offshore platforms and renewable assets. We have built a reputation over the last 100 years of working in the most challenging environments, delivering large-scale Greenfield projects through to ongoing repairs and rectification across Brownfield environments.

Mining

From turnkey construction projects through to asset integrity programmes, maintenance and shutdown services, we have built a reputation for delivering safely, on-time and to a high quality standard. Our expertise extends across commodities including iron ore, coal, copper, nickel and gold through to specialty metals including lithium. We work with our clients from the initial concept stage (early contractor involvement) through to execution and handover, delivering projects of all sizes across fixed plant and non-process infrastructure.



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Infrastructure

We work around the world, helping a wide range of industrial clients to keep their facilities operating reliably. We have significant experience executing a range of projects, maintenance and shutdown scopes across agriculture, chemical plants and manufacturing plants such as cement. This experience is primarily across Brownfield environments, where we continue to deliver plant upgrades and rectification works. We work actively with our clients to maintain asset longevity.

Marine

We provide highly specialised products and services across the globe associated with marine infrastructure (ports, jetties and bridges) and defence (vessels). Our experience spans from the delivery of Brownfield projects, asset integrity and ongoing maintenance programs through to providing technical assistance across a range of products and services associated with the naval and shipbuilding industries.

Mechanical Services

KAEFER Integrated Services is highly experienced in the delivery of project, maintenance and shutdown scopes and provides a full range of mechanical services, from complex on-site installations through to specialist off-site fabrication and modification services.

On-Site Services

KAEFER's services range from providing minor works through to large-scale support, complemented by our extensive fleet of plant & equipment. Our on-site mechanical services include:

- > Planned maintenance and shutdowns (including scoping, planning, management and delivery)
- > Complete asset & structural integrity solutions (across fixed plant, marine and non-process infrastructure)
- > Plant optimisation
- > Brownfield modifications (including tanks, conveyors, stackers & reclaimers, chute replacements, draglines, longwall equipment, fuel farms and warehouses)
- > Project labour support
- > Detail drafting services
- > Site welding and mechanical & machining services



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Off-site Fabrication

KAEFER has in-house fabrication and modification capabilities through our numerous mechanical and pre-assembly facilities, with specialist workshops located in Darwin, Geraldton and Kalgoorlie.

KAEFER manages all welding and fabrication lifecycle activities including weld procedures, weld procedure qualifications, welder qualifications, consumables and NDT in accordance with industry standards, including compliance to all Australian and International standards across structural steel welding and pressure equipment. This is supported by over 200 approved weld procedures.

Our range of off-site fabrication and modification services include:

- > Fabrication of pipe spooling, platework and structural steel
- > Fabrication of chutes, hoppers, tanks and structural infrastructure
- > Welding of steel and exotic materials including carbon & stainless steel, duplex, super duplex, titanium and Inconel
- > Pre-assembly services
- > Coordination of various testing methods, including NDT weld testing, post-weld heat treatment, hydro testing, penetrant testing, ferroxy testing, magnetic particle testing & radiographic testing

Electrical Services

KAEFER delivers a range of electrical, instrumentation and controls (EIC) services across the full lifecycle of assets for our clients.

KAEFER offers flexible and responsive solutions - from early contractor involvement through to project delivery, maintenance and shutdowns. Our electrical services offering includes:

- > LV cabling and switchboard installation
- > HV cabling installation
- > Installation of EIC infrastructure including transformers, substations, switchyards, switchrooms and switchgear
- > Hazardous area installations
- > Plant control, monitoring, protection and metering systems
- > Earthing upgrades
- > Commissioning & start-up assistance
- > Regulatory compliance and testing
- > Hazardous area installations & upgrades
- > Planned & reactive maintenance
- > Shutdown planning & labour

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Scaffolding

KAEFER is a specialist access provider in the supply, erection, dismantling and management of all forms of scaffolding systems, including conventional tube & clip systems and advanced system scaffolding. We also offer in-house fabricated stillages with load testing to compliance.

KSMS

KAEFER has developed in-house scaffolding management software (KAEFER Scaffolding Management System - KSMS) to manage scaffolding in a cost-effective manner. The system offers benefits to our projects, maintenance and shutdown campaigns including:

- > Providing field access - Compatible with tablets, enabling easy access of data, ability to update and share photos, data and reports from the field.
- > Fast and accurate access to data regarding stock availability and utilisation, allowing efficient management of scaffolding equipment.
- > Summary on key progress, productivity, manning levels, equipment utilisation, material status, work and release progress and HSEQ indicators.
- > Ability to track scaffold inspection requirements - scaffolds are 'tagged' on the scaffolding register, which is automatically updated on completion.

Scaffold Design & Engineering

KAEFER has in-house scaffold design and engineering capability to design safe, efficient and cost-effective access solutions.

Scaffolds are designed in 2D or 3D using AutoCAD software. 3D scaffold design models can also be appended to client site models (if available) for clash detection and visualisation purposes in Navisworks.

KAEFER's Scaffold Design Engineers are qualified to review, analyse and certify scaffold designs upon request by clients. Structural analysis is conducted on a case-by-case basis, taking into consideration scaffold self-weight, live loads and environmental loads.

This process allows troubleshooting to be completed in the planning stages, rather than during construction, significantly reducing risk of harm to operatives whilst also optimising outcomes in terms of constructability, mobility and cranability.

Our design capability extends across all types of scaffolding including conventional tube & clip and system scaffolding.

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Rope Access

KAEFER has a full IRATA membership and a team of trained rope access technicians from levels 1 to 3 in various industrial disciplines. Our dedicated rope access division specialises in delivering adaptable and dynamic services across a range of market sectors.

Rope access offers a safe, cost-effective access solution in difficult-to-reach and remote areas, as well as improved safety (reduced risk of falls at height and dropped objects), reduced equipment requirements and reduced disruption to ongoing operations.

Our range of rope access services includes:

- > Insulation & Cladding
- > Welding
- > Pipe Fitting
- > Blasting & Painting
- > High-pressure Water Blasting
- > Electrical Services
- > Non-destructive Testing
- > Asset Inspections (including Radiography)



Surface Protection

Surface preparation and protection is a core business activity for KAEFER Integrated Services, delivering both onsite and offsite solutions across a full range of blasting activities and protective coating applications.

On-site Services

KAEFER Integrated Services offers extensive surface protection solutions, from the delivery of projects through to asset integrity, maintenance and shutdown services. This experience extends across the Energy, Mining, Infrastructure and Marine markets.

Our services include:

- > Traditional blasting
- > Specialist coating application
- > Asset integrity remediation
- > Treatment of corrosion (including Corrosion Under Insulation)
- > Thermal spray coating
- > Concrete remediation application
- > Ultra-High Pressure (UHP) water jetting
- > Rubber lining
- > Ceramic lining

Our solutions include provision of specialist equipment, such as in-house developed, customised mobile units for blasting and painting activities as well as application of polyurethane foam. These units incorporate industry best practice for safety and environmental requirements along with KAEFER LEAN principles. The equipment is fully-integrated, self-bundled and fully-mobile to significantly reduce setup time.





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Off-site Services

KAEFER Integrated Services undertakes off-site surface protection solutions at our numerous facilities across Australia.

Our Darwin Facility provides extensive support to our clients and on-site execution teams in the Northern Territory. The Facility includes full dehumidification capability, enabling coatings application to be completed during high levels of humidity. This facility also enables us to test the application of protective coatings under various climatic conditions.

KAEFER's Southwest Facility houses a bespoke VOC centre, enabling us to undertake all training requirements in-house.

We also have fully-equipped facilities located in Geraldton and Gladstone, enabling off-site surface protection to support clients and our on-site teams in these regions.

Our off-site surface protection capability includes:

- > Piping (including carbon & stainless steel)
- > Structural (bridge beams, jetty superstructures etc.)
- > Platework
- > Vessels
- > Storage tanks
- > Balanced machines
- > Conveyors
- > Modules

Insulation & Cladding

KAEFER is internationally-recognised in the supply & installation of insulation & cladding. Our services span from hot, cold and cryogenic insulation through to acoustic insulation and personnel protection.

We provide a full range of services, from technical support through to supply and installation across Greenfield projects as well as Brownfield rectification projects including corrosion-under-insulation (CUI). Our capability also extends to planned maintenance and shutdown campaigns.

Our services include on-site installation and off-site fabrication associated with:

- > Pipework
- > Vessels & Tanks
- > Jetties
- > Furnaces
- > Reactors
- > Technical assistance associated with engineering and specification

Our regional workshop facilities contain automated fabrication equipment, enabling us to fabricate insulation & cladding components off-site in controlled environments ready for on-site installation.

KAEFER also offers customised thermal insulation jackets for assets that require regular inspection or maintenance, eliminating the need to constantly remove and replace cladding.



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Pre-Insulation

KAEFER provides a Pre-Insulation process that offers compelling benefits over conventional hand-applied and other insulation methods.

KAEFER has invested heavily in research and development to refine a mechanised process that results in a high-quality overall solution that can be completed anywhere, on-time and at a competitive cost.

The Pre-Insulation process is based around modular plant and facilities that can be mobilised around the globe to efficiently insulate the pipes at a more convenient location before they are installed on-site. The insulation that is applied within the plant is comprised of several layers of Polyurethane foam covered by a tough outer composite shell.

Key benefits of our solution include:

- Provides a cost-effective solution
- Reduces working time on-site
- Predictable productivity
- Controlled conditions
- High-performance cryogenic insulation
- Robust, chemical-resistant, non-corrosive finish
- Lower ongoing maintenance costs
- Resistant to mechanical damage
- Accommodates stresses and strains associated with thermal cycling
- High-quality insulation and finish applied in workshop-controlled conditions
- Cost and time savings - installation hours on-site reduced dramatically

Global LNG Solutions



KAEFER has earned a reputation as a leading player in the Global LNG Market. KAEFER's approach to business is based on an understanding that today's industry leaders and its clients demand safer, more intelligent and resourceful solutions to solving their individual challenges and project-specific demands.

KAEFER's business spans the full range of LNG infrastructure including liquefaction plants, regasification terminals, refineries, pipelines and tanks. With the global demand for clean energy and that in particular derived from LNG, KAEFER has established two LNG Solutions Research Centres in Perth, Australia and Bremen, Germany, to deliver safe, reliable and intelligent solutions for major LNG Projects. The centres include expert teams committed to the entire project lifecycle, from feasibility and planning through to execution and closure.

Our Global LNG Solutions

- > Estimation
- > Materials selection & procurement
- > Product testing
- > Technical assistance
- > Project & site management
- > Documentation
- > Construction & maintenance services execution

Where We Work

KAEFER brings expertise across the full lifecycle of assets, including Early Contractor Involvement (ECI), Project Management and Planning through to execution and handover. We deliver across the following:

- > Greenfield Project Construction (incl. Module Yards)
- > Brownfield Capital Works
- > Maintenance & Campaigns
- > Asset Integrity & CUI Remediation
- > Life Extensions
- > Decommissioning



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Our Core LNG Services

Insulation & Cladding

- > Hot
- > Cold
- > Cryogenic
- > Acoustic
- > Personnel Protection
- > Pre-Insulation
- > Cladding (Sheet Metals & Alternative Materials)

Access Solutions

- > Scaffolding
- > Rope Access
- > Alternative Systems (i.e. Tension Wire Platforms)

Surface Protection

- > Abrasive Blasting & Protective Coatings
- > Thermal Spray Aluminium (TSA)
- > Specialty High Performance Coatings

Passive Fire Protection

- > Epoxy Intumescent Coatings
- > Lightweight Cementitious Coatings

Inspection Services

- > Radiography for CUI Detection
- > Thermal Energy Audits
- > Ultrasound Cameras for Remote Gas Leak Detection

Atmospheric Management

- > Dehumidification - Online Inspection & Remediation
- > Hot Work Isolation

Asset Monitoring

- > MonkeyBot Sensor Installation
- > KIT Pipe Sensors

Global LNG Experience

Since establishment over 100 years ago, KAEFER has had extensive involvement in major LNG facilities across the globe - from planning, development and construction through to ongoing operations and maintenance as well as decommissioning.





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Major Project & Maintenance Experience

- > Darwin LNG Life Extension, Australia
- > Santos National Maintenance, Australia
- > Qatargas NFE Project, Qatar
- > CRISP Project, Singapore
- > Qatargas North Field South Expansion, Indonesia
- > LNG Canada Modules, China
- > Tangguh LNG Expansion, Indonesia
- > Gorgon LNG Maintenance, Australia
- > Karratha Gas Plant Maintenance, Australia
- > Ichthys LNG Maintenance, Australia
- > Darwin LNG Maintenance, Australia
- > Gladstone LNG Maintenance, Australia
- > Moomba Gas Plant, Maintenance, Australia
- > Prelude FLNG Maintenance, Australia
- > Ichthys LNG, Australia, Indonesia & Thailand
- > Darwin LNG, Australia
- > Bayu-Undan Maintenance, Australia
- > Gorgon LNG, Australia, Malaysia, China & Indonesia
- > Wheatstone LNG, Australia
- > Prelude FLNG, Korea
- > Cameron LNG, USA
- > MLNG, Malaysia
- > Woodside Pluto LNG, Australia
- > Woodside LNG Phase V, Australia
- > Queensland Curtis LNG, Australia
- > Australia Pacific LNG, Australia
- > Longford Gas Plant, Australia
- > Polskie LNG, Poland
- > Yamal LNG, Indonesia & China



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Head Office

Level 4 / 218 St Georges Terrace,
Perth WA 6000

East Coast (Adelaide) Office

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Adelaide SA 5000

Southwest Office & Workshop

41-51 Macedonia Street,
Naval Base WA 6165

Geraldton Office & Workshop

415 Marine Terrace, West End,
Geraldton WA 6530

Darwin Office & Workshop

17 Mendis Road, East Arm,
Darwin NT 0822

Gladstone Office

63 Goondoon Street,
Gladstone QLD 4680

G&S Mackay Office & Workshop

27 Len Shield Street,
Mackay QLD 4740

Brisbane Office

Level 22 / 345 Queen Street,
Brisbane QLD 4000

Goldfields Office & Workshop

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Boulder WA 6432

Port Hedland Office

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Wedgefield WA 6721