

No small feat

Delivering our largest project in 18 years

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Congratulations

Above & Beyond annual award winners

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Changing perceptions

Megaliner trial set to impress in Kalgoorlie

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The start of this year was marked with the finalisation of the Valmet demerger and the launch of the new Metso with its two divisions; Mining & Construction and Automation. While the new company retains many familiar aspects in its strategy; our mission, vision, values, our 'must-win's' and brand identity - it's clear that the focus of our management is on the creation of a more integrated, agile and profitable organisation.

To that end, we have started the year with a globally set challenge of minimising our operational costs. Each of us is tasked with finding ways to suspend non-business critical spending as well as reducing the cost of essential spending as much as possible. At the same time, we are forging ahead with plans to grow our top line sales, this combination of top line sales growth and cost minimisation will significantly add to the bottom line profitability of our business and prepare us well for the rises and falls of the mining cycle.

During our business planning session in November last year, the Senior Management Team and I reviewed and made some adjustments to our strategic 3 year business plan. One of the main changes is the introduction of a new 'Wildly Important Goal' for the business - improving our level of Customer Satisfaction. The lead story in this edition has been dedicated to the roll out of the 4DX program across our organisation which will help all of us focus on this goal. It's a well proven fact that there's a direct correlation between customer satisfaction and the health and profitability of a business. I firmly believe that the investment that we are making in the 4DX program is essential to the success of our business. Please get behind this important initiative and help us to make 2014 the 'year of the customer'.

Ross Wotherspoon Senior Vice President - Australasia Metso Mining & Construction

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On the cover

Michelle Van Niekerk - Product Support Manager Construction ANZ - discusses lead measures with her team at the 4DX Manager Certification session in Sydney.





'2014: the year of Customer Satisfaction'



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2014: the year of Customer Satisfaction

"...their DIFOT score

has gone to 85% from

a score of 67% at the

same time last year."

In 2012, Ross Wotherspoon invited Matt Kesby from Franklin Covey to the Senior Management Team's business planning session to introduce the 4 Disciplines of Execution, or 4DX for short. Matt recalls "Metso management were very cautious when they considered 4DX. They

wanted to be convinced that a new program would be fully implemented and embraced throughout the whole Metso operation in Australia. It could not be a fad. So we agreed that Metso would trial the 4DX program."

The first discipline of 4DX is identifying a Wildly Important Goal, a WIG. The Senior Management

Team had already identified that customer satisfaction is a key priority for our business. The team knew that we needed to improve, but as we hadn't surveyed our customers, they weren't sure which area would

deliver the best improvements. After some brainstorming, the common theme from all team leaders was that DIFOT (Delivery In Full On Time) was a key driver of customer satisfaction, and so DIFOT became the first WIG in our business. At this stage Darelle Pola, Business Systems Manager was

assigned as the project coach and Matt Gentile, Distribution Centre Manager was nominated project champion.

The DIFOT 4DX project was launched early in 2013 and in June we conducted a customer satisfaction survey which gave us a better understanding of what frustrated our customers. The results strongly

supported our choice of DIFOT and also identified other areas in our business that we could concentrate on in the future.







The 4 Disciplines of Execution:

- Focus on the Wildly Important
- Act on Lead Measures
- Keep a compelling score board
- Create a Cadence of Accountability

The successful implementation of 4DX requires the overall company WIG to be supported by various sections and levels of our organisation that contribute to that goal. So the company WIG needs to be cascaded down into the teams at each level in the organisation. Each team then independently identifies a WIG specific to their function that will support the WIG of the level above them.

Matt Gentile gives us an example of these principles; "If we look at the new Sydney Distribution Centre, their lead measure for DIFOT was to expedite a certain number of purchase orders a week. It seems pretty obvious that this is something they do anyway, but the daily scoreboard updates and weekly meetings just brought a focus to what is really important in the whirlwind of tasks that fill their day. It seems, and is so simple, but amazingly very powerful. The improvement to our delivery time was immediate. Darelle and I visited the warehouse a few weeks ago, and the team is so pumped up and proud that their DIFOT score has gone to 85% from a score of 67% at the same time last year."

Already by October 2013 the outstanding success of the 4DX DIFOT project was very apparent. Not only did we know that we were achieving good "Lead Measure" results, but we were also receiving positive feedback from our customers.

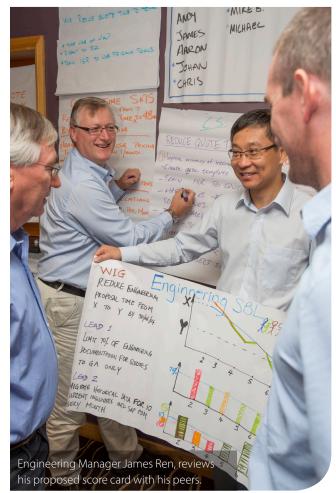


Darelle Pola tells us "BHP Olympic Dam let us know that they had noticed a big improvement in our delivery performance. 4DX is about continuous improvement and so from the customers' perspective, Metso's investment in time and money to provide ever-improving service to them will ensure future business for us. The feedback from BHP is a big deal and a tribute to the whole team, as these large companies do not give compliments away easily."

At their Business Planning session in November 2013, the Senior Management Team chose our 2014 WIG to be increasing our customer satisfaction score from 67 to 80. Based on the impressive success of the 4DX methodology on the DIFOT project, the team agreed that 4DX should be applied to our new WIG. Assisted by Matt Kesby from FranklinCovey, during the planning session, the team built a framework to deploy a company wide 4DX rollout for 2014. In December, managers attended a rollout planning session for our 4DX Customer Satisfaction project.

The program launch to all team leaders started in Perth from January 27-29, then Sydney from February 3-5 and finally a two day session for the Capital Equipment team in Perth on February 10-11. In the next phase the team leaders will return to their teams and identify their own Wildly Important Goals, Lead measures, Compelling Scoreboards, and Cadence of Accountability. Darelle Pola says "The response of our people to 4DX in the launch sessions has been so positive. They were pleasantly surprised that their daily focus would not be on a massive action plan, but rather on smaller activities that allow us to reach the main goal."

In business, strategy is driven top-down, but to achieve our goal everybody at every level needs to be engaged. Matt Gentile concludes "During the DIFOT project I got to see 4DX's positive influence on people's working days, and that is what made it a success. Last year, in the 60 member DIFOT team, we made and kept 3773 individual weekly commitments. This was a 90% success rate. Think about the 4DX success that came from 60 people using a completely new program that we did not always get right. Now think of our capability when we have over 200 people, each making and keeping their weekly commitments aimed at improving customer satisfaction."







Watch a Q&A about 4DX with Matthew Gentile.

Scan this QR Code with your smart phone's QR scanner.

Our engineering expertise seals the deal on big Vertimill liner contract

Client preference toward Original Equipment Manufacturer (OEM) parts combined with an offer of unrivalled engineering support has helped to secure a significant Vertimill liner contract with Newcrest Mining for its Cadia Valley Operations (CVO) in the central west of New South Wales.

Development Manager Asia Pacific for Steel and Vertimill Lining Daniel Neira was instrumental in winning the contract to supply the Vertimill linings for the machines at Newcrest's Cadia Valley Operations.

Our Sydney-based Product Support Engineer - Stirred Mills (Vertimill and SMD) Kamran Kermanshahi will assess and review the machines at CVO during shutdowns and liner installations with a view to optimising their performance.

"There were a few factors that Newcrest took into consideration in this deal. Stock availability was important to them so they could count on having the product on time. In addition, our track record as a good OEM and the quality of our cast liners were also investigated. In the end though our offer of process support is what got us over the line. This was something our competition couldn't offer and differentiated us from the pack" Daniel said.

Daniel also noted that the win was especially rewarding after such a long negotiation and contract process.

He said maintaining frequent communication with the customer helped him to understand their needs. Keeping dialogue open throughout the process was a key factor when closing the deal.

Newcrest has a VTM3000, four VTM1250s and a VTM650 installed at their Cadia Valley Operations.

CVO produces gold doré and a copper-gold concentrate at three mines: the Cadia Hill open pit mine, the Cadia East and Ridgeway underground mines.

With the Cadia Hill open pit on 'care and maintenance', mining at CVO is being undertaken at two underground mines: Ridgeway and Cadia East. Crushed ore from both mines is transported to the surface processing plant which comprises a crushing, grinding and flotation circuit to produce gold rich copper concentrate.





Making it happen: our largest Australian project in 18 years

In 2005 the NSW government approved Holcim's Lynwood quarry development in Marulan. The quarry is planned to produce 5 million tonnes of hard rock aggregate per annum, which is an astounding 1000 tonnes per hour. Once processed, the aggregate will be transported by rail to Rooty Hill where it will then be distributed by road.

Approval was only granted after Holcim had conducted a thorough environmental impact study. Marulan is also home to Boral's new Peppertree Quarry, where we supplied the Lokotrack LT160 - the largest mobile crusher in the Southern hemisphere. Together the Lynwood and Peppertree quarries will become the main source of aggregate and sand for the Sydney Metro construction industry once the Penrith Lakes Scheme quarry at Emu Plains reaches depletion.

So it was in November 2010 when Holcim went out to tender for the Lynwood Quarry Project and in March 2011 we were awarded the order. This was a fantastic win for us, as it is the biggest Australian turnkey project of its kind and the largest that we have undertaken since 1996. It's also Holcim's biggest project in Australia. Playing a key role in such a high profile project provides a great boost to our image in the quarry industry.

Glenn Oldfield; Manager Systems Business ANZ, comments "Winning this project was a tribute to the efforts of the whole team and their focus on driving customer satisfaction. The strong relationship with

Holcim which our Service and Sales personnel have maintained over the years, really helped a lot." Glenn believes that the ability of our local and French based project teams to presented a technically superior solution along with their attention to detail allowed us to satisfy Holcim's rigorous requirements and put us ahead of our competition. "Australian design rules on a project like this are stricter than anywhere else in the world and these were even a challenge for our guys in Mâcon," he said.

Operating costs are always an important factor for our customers and only by continually developing innovative solutions can we provide packages that are more attractive than our competitors. This project gave us the opportunity to include our new range of HP4 crushers and TS banana screens in our technical solution. Across Australia, quarries either use horizontal or inclined screens, but the unique design of our TS banana screen with three different sloped sections increases the efficiency of screening, thus reducing running costs.

Holcim released the site to us in September 2013 which is when we established our camp on site. Soon after, we started receiving the first shipments of crusher and conveyor equipment, allowing us to start construction early in November. Alex Milevski, our Construction Manager says "The time schedule on this project is tight, but we have made good progress and I expect that cold commissioning will be







started in late May, followed in June with hot commissioning. Hot commissioning, where we actually put rock through the plant, will run till early September when we expect to have practical completion and handover.

Alex commends the site team who cheerfully wear many hats due to their remoteness from Metso offices and the broad scope of the project.

Regarding safety, Alex says "For Holcim, safety ranks very highly in evaluating our performance and so our safety team have got a big responsibility." Annie Tzanis, our HSE officer at Lynwood, has many years experience on projects similar to this one. She says "The HSE requirements set by Holcim on this project are very broad. Apart from personal health and safety, environmental issues are of utmost importance. The main environmental focus areas are; dust, noise, aboriginal artefacts, waste management, the welfare of resident wildlife and energy usage."

At any one time we have a total of 120 personnel on site. Holcim and Metso have 10 each and there are 100 contractors. Additionally, our contractors staff is changing continuously as various stages of the project finish and others start. Annie says "This constant changing of site

personnel increases the demands and importance of safety training and awareness. On site the smaller subcontractors as well as the personnel of our larger contactors, like Transfield and BASS Electrical Engineering, admit to learning a lot regarding safety from our training. With the increased level of activity on site the amount of site safety management has increased significantly. A new Safety Officer - Manfred Metz joined the team in November to help Annie with the load.

Glenn Oldfield says "Our work doesn't end at plant handover.

Although Holcim have to buy spares from us for 2 years, we want them to contract us for the ongoing maintenance of their plant. In order to win this business, we have to live the high standards of customer satisfaction that we are striving for."





Watch the progress at Lynwood quarry.

Scan this QR Code with your smart phone's QR scanner.



Well done to Above & Beyond nominees for your outstanding contributions

Since its launch mid last year, our staff recognition and reward program, Above & Beyond, has gone from strength-to-strength highlighting many glowing examples of our staff living our values - Driving Customer Success, Seeking Innovation, Performing Together and Respecting Each Other. During the course of the year a significant number of Bronze, Silver and Gold awards were presented. The program reached its peak for 2013 with our senior management team sitting down in December to decide on the winners of the annual 'Up & Coming' and Platinum awards. After careful deliberation and considerable robust discussion, our judges came to consensus on the winning nominations. Awards were presented across 3 categories:

- Individual Platinum award for employees achieving high impact results by living our values
- Team Platinum award for employees achieving high impact results by living our values
- "Up & Coming' award for new employees (6-12 months with the company) achieving excellent results early in their time with the company by living our values

The winners were presented with their trophies in January at various locations around Australia.

Individual Platinum Awards

Winner: Shaun Fanning – Manager Construction SBL Sales and

Support nominated by Anita Waihi for Seeking innovation. Anita said 'On numerous occasions throughout the year, Shaun has consistently demonstrated an ability to come up with innovative solutions to service our customers by thinking outside of his normal operating comfort zone.'

Winner: Adrian Mare – Product Manager Vibrating Equipment,

West nominated by Max Wijasuriya for Driving Customer success and Performing together in his quest to secure our first vibrating screen orders for Rio Tinto's premier iron ore mine sites in the Pilbara.

Winner: Jason Kenyon – Manufacturing Manager at Canning Vale nominated by Gino Sorella for driving Customer success through his tireless efforts in the on-time completion of major and vital customer orders.

Team Platinum Awards

Winners: Roger Hallewell, Steven Keith, Peter Jones, Franco Parisi, Michael Edwards, Nicole McMichan, Gavin Davidson & Jacob Reid

The team was nominated by Nicole McMichan for an amazing improvement in the Geralton CLS team's profitability and customer satisfaction levels. According to Nicole, the success was based on the

team performing together and respecting each other. "The team in Geraldton is more like a family. We respect each other and the roles we all play." she said.

Winners: Jason Richards, Darren Armstrong, Lou Brooks, Tony Bunt, Dean Bowmaker, Doug Crawford, David Quinn, Nathan Moss, Craig Brannigan, Steven Kayser, Ricky Wicks, David Inkster, Stephen Doyle, Peter Ward, Mitch Currie, Laurie Murton, Paula Griffiths, Chris Fuller, Bryan McCrory, Joe Rietdjik, Dean Shaw, Stephen Cornall, David Usher, Troy Cork, Michael Hall, Quinn Johnson & Kemal Alagic

The team was nominated by Neil Logan for the transformation of our Newcastle manufacturing facility into a fully functional service hub. Neil said that his nomination was based on the way that the team performed together. Commenting on the nomination, he said "This has been a very successful transition, not only have all employees embraced the change and created a positive 'can-do' culture, they have also significantly reduced the number of accidents by creating a zero harm culture."

Runners up: Arron Leahy, Ranga De Silva, Melih Yildirim, Luci Dichiera & Daniel Wiese nominated by Genghis Erkan; Fiona Halliday & Stacey Carroll nominated by Peter Newfield; Nathan Moss, Craig Brannigan, David Inkster, Peter Ward, Mitch Currie, Ricky Wicks, Stephen Doyle, Steven Kayser, Chris Fuller, Bryan McCrory, Joe Rietdjik & Dean Shaw nominated by Kris Porter; Brian Gangell, Alan Fine, Ashley Rowley, Santhan Prum, Mamoud Kamara & Preet Dhillon nominated by Spencer Hardy; Gavin Biffin, Ari Murugaiyan, John Parkinson & Mohammed Abdullah nominated by Marie Marsolais; Peter Ludbey, Ben Chamberlain, Nick Alteri & Liz Arnold nominated by Neil Logan; Chris Campbell & Mark Pickering nominated by Kris Porter.

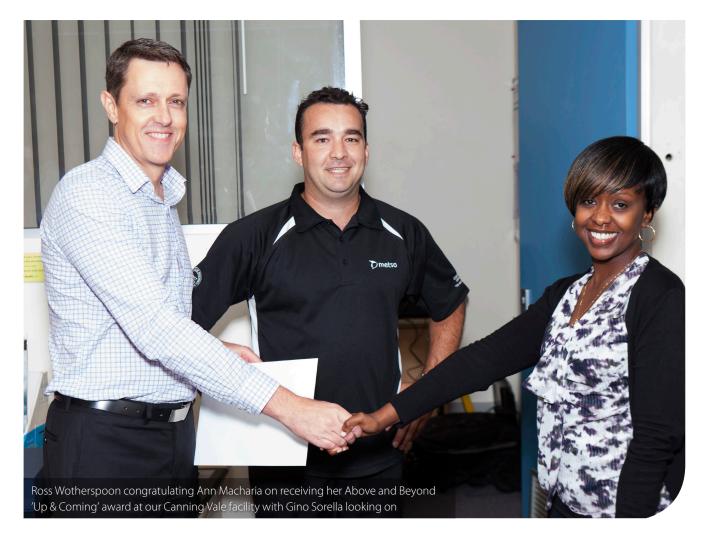
Up & Coming Award

Winner: Anne Macharia nominated by Gino Sorella for performing together. Gino said "Time and time again, Anne shows she is willing to learn, she respects the contributions of all parties (including office and factory personnel), she is patient where she needs to be, she is a driver when required, she keeps to her promises with respect to the flow of work (which can be quite hard to do when workload is particularly high or when the "curve ball" gets thrown in.)"

Runners up: Michael Lally nominated by Patrick Duggan; Alex Aubert nominated by James Ren.

All winners received a trophy to keep, a gift voucher and had their names engraved on a perpetual shield that will be proudly displayed in their work areas. Runners-up were also rewarded with gift vouchers. Congratulations to both winners and runners-up, you are all winners!

We are now into the 2014 awards season, so start nominating for this year's awards. Let's make the 2014 Above and Beyond program even bigger and better than 2013.





A world of experience for BHP apprentice tha

BHP fixed plant fitter apprentice Hadi Mahdi takes a hands on approach to his work and his life.



The nineteen-year-old second year apprentice who grew up in Aleppo, Syria enjoys rock climbing in his spare time because he says it pushes him to go higher.

"Rock climbing's challenging because I constantly have to hang on while making decisions about the next move up", he said.

The apprentice is set to climb higher in his career too following three months closely working alongside our machinery service and refurbishment team at our facility in Henderson south of Perth.

Thanks to a joint initiative between BHP and Metso, apprentices like Hadi are learning important and practical skills in the service and refurbishment of our plant, equipment and machinery.

While the program helps to reinforce relationships with our key customers, the benefits extend much further than that.

By working alongside our people, apprentices such as Hadi are gaining confidence, learning how to negotiate mechanical challenges and developing problem-solving skills – skills that will help them become tomorrow's leaders in mining operations.

Understanding how the equipment works, says Hadi, has been the biggest learning experience at our Henderson facility.

"The experience has generally broadened my knowledge about the mining industry, but learning how crushers and screens work and how to strip them has been particularly useful. I've also gained a lot more confidence in using the tooling," he said.

"The things I've enjoyed most were the repairs and rebuilds, so when something came in for repair it was stripped and eventually sent back like brand new."

A fascination with big machinery and a natural curiosity in mining technology and how it works drew Hadi to a career in mining.

"School wasn't the right option for me, so I chose to do something else – something that is more hands on and interesting," he said.

Faced with a variety of occupational challenges during his training at





nks to our Henderson factory team

"I always felt comfortable that if I didn't know or understand something I could always go and ask a Metso staff member."

the Henderson facility Hadi was frequently coached and encouraged by our people to problem solve.

"On many occasions I had to think outside of the square when approaching a job," Hadi said.

"Everyone at the facility helped me with ideas on how to approach strip, repairs and rebuilds. They frequently put me to the test and encouraged me to think when faced with a particular challenge.

"I always felt comfortable though that if I didn't know or understand something I could always go and ask a Metso staff member."

Workshop supervisor Dave Larpent said he was impressed by the apprentices' attitude and aptitude.

"The great thing about this program is that the apprentices gain

an understanding of what's going on inside the machines, what components are in them and how they operate.

"This gives the apprentices a bit of perspective on what they need to do to look after the components when they remove them from the machine and send them down to us for maintenance."

Hadi will take his skills and experience to one of the biggest mining sites in the country: mining Area C near BHP's Yandi operation 150 km north west of Newman in the Pilbara.

The ambitious apprentice is keen to continue learning after completing his tradesman certificate and hopes to eventually work his way up to a supervisor or occupational health and safety role in the mining industry.

"I really enjoyed my time at the Henderson facility and working with the Metso people - I'm a little sad to be leaving," Hadi said.

"Everyone here took me under their wing. They were welcoming and inviting."

"It's been a positive experience that will stay with me throughout my career."



Cementing relationships with the world's largest consumer of minerals

Some of our key staff joined the Australia China Business Council, fellow council members and supporters in Perth recently for a celebratory dinner to usher in the Chinese New Year - Year of the Horse.

Metso was one of the key sponsors of the dinner that attracted around 700 people many of which work directly in the mining industry. Several of our customers including Rio Tinto and Fortescue Metals attend the event.

As part of our sponsorship, Vice President of Capital Equipment Max Wijasuriya delivered a short speech outlining the reasons for Metso's sponsorship of the dinner. You can watch the highlights of Max's speech by scanning the QR code at the bottom of this page.

China's extraordinary growth has made Australia a key supplier of minerals among other products and services to China.

But we are always looking for new ways to enhance our relationship.

Increasingly, this involves closer engagement with key stakeholders in the China-Australia relationship.

Despite a recent easing in economic growth compared with the pre-Global Financial Crisis period, China remains the world's largest consumer of minerals.

Many major Australian mining companies rely heavily on China for exports. These companies include Fortescue Metals Group, Rio Tinto, BHP Billiton and Xstrata.

For instance, Government figures show nearly all – 97 per cent – of Australia's iron ore production comes from Western Australia, accounting for \$38 billion out of Australia's total of \$73 billion in exports to China in 2012.

Supporting our customers to become better and more reliable suppliers to China is fundamental to our business objectives.

Our support of the Council reflects and demonstrates the value of importance we place on the China-Australia trade relationship to our customers.

As the premier business organisation dedicated to promoting business and trade between Australia and the People's Republic of China, we look forward to continuing our relationship and support of the Council and its members.





Watch Max Wijasuriya deliver his speech. Scan this QR Code with your smart



Sharing the success with FMG: partners in our win at Bulk Handling Awards

In the last issue of Informe, we reported our success in the 'Excellence in the application of gears, motors and drives' category of last year's Australian Bulk Handling Awards. Our submission, a joint effort between Metso and our major client Fortescue Metals Group (FMG), for their train unloader project won the award in it's category.

"We won the award in spite of stiff competion from other submissions by specialist drive and gearbox companies ABB, Bonfiglioli and SEW Eurodrive."

In his presentation of the award, the MC said that the judging panel chose our submission as the winner because they felt that FMG's train unloaders were 'one of the most demanding application of motors gears and drives in Australia'. We won the award in spite of stiff competion from other submissions by specialist drive and gearbox companies ABB, Bonfiglioli and SEW Eurodrive.

We invited FMG's Mark Shirley - Manager Operational Readiness and Commissioning to Sydney for the awards night. As he is based up at Port Hedland, in North Western Australia and was very busy at the time, Mark wasn't able to come. Our Vice President Capital Equipment Max Wijasuriya and Gary Day, our Regional Product Manager - Bulk accepted the trophies on behalf of both companies.

In December, our Marketing Manager - Peter Newfield arranged a meeting with Mark at FMG's Head Office in East Perth to hand over their trophy. Max, Gary, Peter and Neil Rackham our Project Manager responsible for this impressive project attended the hand over.

Commenting on the meeting, Peter said 'We were just expecting a low key meeting with Mark.' Upon their arrival, the Metso team were escorted through to one of the boardrooms and greeted by some of FMG's most senior staff. Not only did FMG assemble their Head Office staff but also staff from their port facility at Herb Elliot Port, near Port Hedland. The company arranged a light lunch to mark the occasion and celebrate the success. It was a great opportunity to strengthen the relationship between our companies and to discuss new opportunities for us to work together into the future.





KCGM to have a fresh perspective on speed & safety with new Megaliner trial

In an exciting turn of events, our Mill Lining team enjoyed a recent win with our innovative Megaliner™ product. Kalgoorlie Consolidated Gold Mines have agreed to run a trial of the Megaliner in their Mount Charlotte SAG mill. The trial is significant because KCGM always opted for steel mill linings, we now have an opportunity to prove our capabilities to this important customer.

The new Metso Megaliner™ shell liner keeps downtime in large mills to a minimum, utilizing an innovative design that offers speedy replacement. But ultimately, the Megaliners implications on safety, was the turning point for KCGM. Ian Seymour – Lining Development Manager indicated "worker safety during maintenance is improved significantly. The liners are bolted into position from the outside of the mill so workers do not need to stand in the 'drop-zone' of the liners. This is a much safer way of operating"

Other factors that influenced the customer were liner weight and change out time. Ian said "the liners weigh considerably less than steel and have a larger footprint. This results in less pieces overall and quicker change out times. These factors all contributed to the final decision to trial the Megaliner in the mill."

In order to design the trial correctly, sales and technical support had

to work closely as the project progressed. "Account Manager - Steve Uluitoga and I took the initial measurements however when the proposal gained momentum, we had these refined by Sever Ciutina - Technical and Engineering Manager and Pritesh Ranchod - Technical Support Officer. They played a key role in this success".

Along with the new Megaliner concept, the trial will be installed with the help of a liner positioning tool. The tool allows the customer to move each liner into position and fasten them with the aid of a video camera. For the customer this means a safer and easier installation with reduced reline time.

