2023 YEAR IN REVIEW









THE FOLLOWING PAGES PROVIDE AN OVERVIEW OF FENNER CONVEYORS' MILESTONE ACHIEVEMENTS OVER THE COURSE OF THIS YEAR.

As 2023 draws to a close, the last 12 months for our company, Fenner Conveyors, and what our TEAM's have achieved is something that we should all be very proud of.

The implementation of A Better Way Forward in January and the K3 Open Day in March set the scene for a tremendous year, but also reminded us of what is possible, and how our aspirations continue to be realised as a member of the Michelin Group of companies. Reading through these stories and the highlights reel for 2023 reinforces to me the diversity in our people, our commitment to ongoing safety R&D and innovation, and our ability to deliver a truly unique offering for our industry.

Thank you everyone for a wonderful year and your individual contributions to ensure we continue to prosper, now and into the future.



Trevor Svenson Executive General Manager Sales & Marketing

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SAFETY MILESTONES RECORDABLE INJURY FREE

"Recognising and celebrating these milestone demonstrates Fenner Conveyors' commitment to our people working safely and going home to their families at the end of each day."

> "For us, it's about fostering a workplace culture where safety is front-of-mind, in every decision we make."



A65 DAYS GLADSTONE, QLD





"Now, and as we move forward together, we remain focused on maintaining our safety culture and setting industry-standards for excellence."

"Our team makes an effort every day to ensure their health and safety, as well as that of those around them."



SAFETYCIRLCE TRAINING

Across Fenner Conveyors locations, teams participated in SafetyCircle training, refreshing their agreements to contribute to a healthy and safe workplace culture.

The full day training focuses on behaviour and teamwork, emphasising personal engagement, effective safety leadership and active risk management. The program provides our people with the tools for driving safety at work and at home.

"I am proud of the dedication and hard work of our people. While there is always room for improvement, we can achieve this through maintaining a strong safety culture and open communication."







JANUARY

PIONEERING CHANGE: 'A BETTER WAY FORWARD' ROLLS OUT AUSTRALIA

FENNER CONVEYORS CHANNELS EFFORTS TOWARD ENGAGING PEOPLE IN REFRESHED PURPOSE, VISION AND VALUES.

The "A Better Way Forward" model was introduced and communicated bringing together Fenner Conveyors' refreshed Purpose, Vision, Values and introducing ICARE





behaviours. The new model supported Fenner Conveyors' integration with and alignment to parent company, Michelin.

The roll-out was delivered in various ways such as off-site training, team lunches and monthly Toolbox Talks.



Following the initial roll out we have continued to embed Our Purpose by a number of key initiatives such as alignment of our career development and goal setting processes, as well as asking our teams during regular meetings to share their day-to-day actions and behaviours which align to our Vision, Values and ICARE.





K3 OPEN DAY FENNER CONVEYORS UNVEILS THIRD PRESS LINE IN KWINANA FACTORY

FENNER CONVEYORS OFFICIALLY OPENED ITS THIRD PRESS LINE (K3) AT ITS CONVEYOR BELT FACTORY IN KWINANA, WESTERN AUSTRALIA.

More than 100 customers, government representatives, and industry stakeholders were invited to the factory to celebrate the achievement for Australian manufacturing and see the press line in action.

Fenner Conveyors operates as part of the Michelin Group in Australia. Executive Vice President of Michelin, Serge Lafon was proud to celebrate the milestone with the team, while confirming Michelin's commitment to supporting Fenner Conveyors' growth in Australia. "Fenner Conveyors plays an important role within the Group's operations. In Australia, we hold 7 manufacturing facilities, 6 of which operate as part of Fenner Conveyors," said Mr Lafon.

"The marriage of Fenner Conveyors with Michelin is complimentary; we share a passion for market-leading performance, innovation, and our people – whether part of the team or the customers and shareholders we deliver to."

"Fenner Conveyors and the achievement of this new press line represents our ambitions to further strengthen our 'Beyond Tyres' offering and support customers in maximising the value they derive from our products, services, and



innovations." The event was attended by the City of Kwinana Mayor, Carrol Adams.

"Over 30,000 people are directly or indirectly employed within the Western Trade Coast precinct. Of those, two thirds live within 15 kms of their workplace, which emphasises how important this local region is to the manufacturing and trades industry of Western Australia," Councillor Adams commented.

Also in attendance on the day, Parliamentary Secretary to the Deputy Premier; Minister for State Development, Jobs and Trade; Hydrogen Industry; Tourism; Science and State Member for Swan Hills, Ms Jessica Shaw said facilities such as Fenner Conveyors' new press line demonstrate the State's ability to meet growing economic demands, both within Australia and internationally.

"I continue to be amazed at the talent available in Western Australia and the world leading facilities being developed across the State. With companies such as Fenner Conveyors and the broader Michelin Group, Western Australia is well placed to leverage and benefit from future opportunities," said Ms Shaw.

"Education and training is a key priority of the Western Australian Government and I understand that Fenner Conveyor's facility is a Registered Training Organisation (RTO). Such RTOs provide opportunities to grow the State's skills base and pathways for those wishing to pursue education within your sector."

Fenner Conveyors Managing Director, Graham Lenz said the business will continue to invest in Australian manufacturing and the creation of opportunities for its people.

"Over the last 15 years we have watched the facility and team at Kwinana grow. From our humble beginnings in Western Australia based

out of the second floor of a dentist just a few blocks from where we are based today, to now operating the largest steel cord press facility in the southern hemisphere."

"Today, Western Australia makes up more than 30% of our workforce. It's home to 30% of our manufacturing team, just over 30% of our national service team, and last year with our investment to bring Conveyor Products & Solutions (CPS) into the Fenner family, WA is home to more than 50% of our engineering team."

"K3 won't be our last investment in manufacturing, training and engineering to support our customer's evolving needs; we consider the Mining and Resources Industry in Western Australia and our valued customers, something we want to, and need to continue investing in."

Fenner Conveyors Executive Director, David Landgren said the Opening was a great opportunity to demonstrate to customers the business' commitment to sustainable manufacturing.

"We used 14,000 tonnes of rubber in the Kwinana factory during 2022 - the majority



of Natural Rubber is supplied from Michelin, which is certified sustainable. This makes up 50% of the Group's purchases by 2025, which will be increased to 80% by 2030."

"We refer to Kwinana as a 'state-of-theart' factory because it combines innovative manufacturing equipment with sustainable operating techniques."

The line was constructed through a partnership with Siempelkamp, featuring the latest in conveyor belt manufacturing technology, allowing Fenner Conveyors to deliver a new level of belt customisation for its customers.

Part of Kwinana's success and efficiency stems from its strong safety culture. Manufacturing Manager, Hong Koh said 20,000 man hours were spent during the construction of the third press without a recordable safety incident, and during this time approximately 85 jobs were created within WA trade fields.

"The line expands our manufacturing capacity by 40%, and to reach full production we are ramping up recruitment and training for our manufacturing personnel."

"We are also focused on investing in our WA Leaders. Our best-practice Supervisor Program for Field Service personnel has been expanded with a fit-for-purpose program for Manufacturing and Engineering personnel, which will significantly support the continued growth and development of our WA team."

Last year across its three conveyor belt manufacturing facilities, Fenner Conveyors produced more than 540,000 metres of belting, with more than 40% of that produced at the impressive Kwinana facility.

That's a lot of belt – which is exactly why Mr Lenz said the business decided to invest further and commission the third press line.

"It allows us to deliver for market demands and the specific needs of our diverse customers across Australia."

"There's been much excitement within Fenner Conveyors over the last year in the lead up to this event. We are so happy to formally bring all of you here today and show you this investment which we are so proud of."

Following a formal Welcome to Country given by Brent Matters, and speeches and refreshments from local catering company, Gather Foods, guests were taken on a tour of the Kwinana factory to see the press line up-close and inoperation.

"Thank you to each and every member of the Fenner Conveyors team who made the commissioning of the third line and the event today possible; your dedication and passion for work and our industry enables us to reach successes such as K3."



OUR COMMITMENT TO PEOPLE

Fenner Registered Training Organisation (RTO)

40 Trainees and Apprentices brought through our Training School to commence their Cert III Polymer Processing (Belt Splicing).







43 mid and senior level Leaders completed the Program in its inaugural year.



The Manufacturing & Engineering Supervisor Development Program was developed, with the first cohort of leaders completing the course in May and a second intake in October. The course is a modified version of our incredibly successful Service Supervisor Development Course which has been running with our Front-line Service leaders for over five years.

Leaders from CPS, Fenner Conveyors Manufacturing and Fabrication attended the course, with fantastic feedback received from participants. Fenner Conveyors is delighted to increase the scope of this course and will continue to invest in our leadership capabilities in coming years.

FENNER CONVEYORS CONTINUED TO DEMONSTRATE THAT INVESTING IN THE TRAINING AND DEVELOPMENT OF OUR EMPLOYEES AND PROVIDING A CLEAR CAREER PATHWAYS KEY TO SAFE, SKILLED AND SUSTAINABLE WORKFORCE.

Over the course of 2023, significant progress was made towards career development opportunities for our people.

The Emerging Leaders Program was established to focus on developing leadership capabilities for our mid to senior leaders. Specifically building self-awareness confidence and leadership agility to achieve the best performance with and through diverse teams.





Technical Training (Skill Development) 24 employees completed our Belt Installation Course. 35 employees completed our Block Release Training Course.



Leadership Development Programs

37 employees completed our Service Supervisor Development Program.25 employees completed the new Manufacturing & Engineering Supervisor Development Program.



MARCH

NATIONAL CONVEYOR SERVICE A CATALYST FOR SHUT-DOWN SUCCESS

FENNER CONVEYORS HAS LAUNCHED A NATIONAL SERVICE MODEL THAT HAS BEEN A CATALYST FOR CONTRIBUTING TO SOME OF WESTERN AUSTRALIA'S MAJOR SHUTDOWNS.

With over 80 years of operations in Australia, Fenner is well known for its conveyor belting products and services, including belt splicing and refurbishment.

The company has had a strong labour force on the East Coast, operating since the early 80s. Now, with exponential growth in Western Australia and the ongoing demands for Fenner Conveyors' expertise, it was time the business realigned for a holistic approach to conveyor service.

Operating with Australia's largest service footprint, leaders were coordinated across Fenner Conveyors' 30 service locations.

Regional Manager – Queensland, Jamie Taylor, said the business has seen benefits resulting from the collaborative coordination of service planning teams.

"Our planners have been integral to the success of change in approach. It was a big change but we're much better off for it. Now, the national service model gives us visibility across Australia to pull labour as required from other regions to supplement work demand and improve labour utilisation."



The national service model has benefited both Fenner Conveyors and its customers, ensuring every-one's safety and enabling a more efficient delivery of high-quality conveyor solutions.

Regional Manager – Western Australia, Andrew Doyle, said there was a time where the business was struggling to crew shutdowns to customer expectations.

"It was a wake-up call for us – we needed a solution that would support our continuous growth, and we needed it fast!"

Earlier this year, Fenner Conveyors had two major shuts for customers in the Pilbara scheduled in parallel. Following the implementation of the national service model, the company was able to crew and execute both shuts perfectly with 30 team members travelling to Western Australia to support the maintenance works required.

"We pulled people from Mackay, Townsville and Victoria."

"For the first time, we were able to take a whole-of-company approach, bringing together the diversity of our brands, skill sets, and experience - this is what sets us apart."

Executive General Manager of Service, Brett McMillan, said the national service model has opened up opportunities for career development and field experience for Fenner Conveyors' employees.

"Some of our people who traditionally worked in coal environments now have opportunities to work in hard-rock environments, which they otherwise would have never been afforded. This adds a unique benefit of working at Fenner Conveyors compared to other conveyor service providers in the industry."



APRIL

DOUBLING BELT LIFE FOR MANGANESE ORE PRODUCER

THE LARGEST MANGANESE ORE PRODUCER IN THE WORLD IS EXPERIENCING STRONG RESULTS FROM FENNER CONVEYORS' TUFFAS™ BELT COVER COMPOUND, AND AS A RESULT, TUFFAS™ WILL BE ROLLED-OUT FOR ALL CONVEYORS ACROSS SITE.

Located in the Gulf of Carpentaria off the coast of Australia, the site operates in tough, highly abrasive conditions.

Account Manager for the site, Andrew Morgan, said the product is renowned for being harsh on belt.

"Manganese ore is a nasty beast when it comes to impact on conveyor belt. Being sharp and heavy, the site is at high-risk of cuts and gouges if the right belt is not installed."

"Combine this with the hot and humid climate, change outs through wet season and dry, and it makes for challenging mining conditions."

Fenner has been supplying to the opencut mining operation for many years, with the TuffAs[™] compound first trialled in 2019. Before TuffAs[™] was installed, the site was experiencing poor performance on the primary feed plant conveyor belts.

"If the change out aligned with the shut cycle, it would only make it through 13 weeks, and quite often had to be replaced after belt rips occurred - even though the top cover was still in fair condition," said Morgan.

During this initial trial of TuffAs[™], belt changeouts were increased from every 13 weeks to 21 weeks, allowing the site to extend their overall shut cycle duration. Now, three years on, the site has further extended belt change-outs to 26 weeks, and as a result all fabric conveyor belts on-site have been catalogued for change-out to TuffAs[™] belt.

"We're pleased we've been able to deliver these results for the customer - total cost of ownership is down and throughput is up," said Morgan.

"It's always our aim to supply equipment that is in production for longer periods of time."

"We understand how much is involved with changing out a belt, so helping customers minimise this is key."



The migration to TuffAs[™] across site will be a gradual process. Fenner are working with the customer to use existing stock first, to ensure the change is considerate both economically and in terms of waste.

"Our strong relationship with the customer means they come to use to resolve their issues, whether it be belt, service, rollers, frames, splicing materials, cleaners or other accessories – we extremely proud to be the main supplier across site."



MAY

ACE NSW DELIVERS MAJOR CONVEYOR OVERHAUL

ACE WERE UP TO THE CHALLENGE TO MEET AN UNUSUAL REDESIGN REQUEST WITH A QUICK TURNROUND.

As a part of an annual refresh, a valued customer reached out to the ACE NSW team for an overhaul of their main gate conveyor. Adding some complexity to the request is they wanted to utilise a caddy drive frame that they had spare to integrate with their main gate conveyor equipment.

As a critical system for operations, the project required a quick turn-around. ACE NSW rose to the occasion, prioritising and delivering the equipment in order of their install schedule.

The overhaul work completed included a loop take-up, transfer and caddy drive - including a redesign of the conveyor system to integrate a caddy drive with a main gate system.



The communication and cooperation between ACE and the customer led to safer and mechanically sound equipment, installed with minimal downtime.





MODULAVEYORS BOOST AUSTRALIAN MINING SECTOR

FENNER CONVEYORS' EASY-TO-ASSEMBLE MODULAR CONVEYORS HAVE BEEN A HIT IN THE FOOD PROCESSING AND AGRICULTURE INDUSTRIES FOR YEARS – AND NOW DEMAND IS GROWING IN THE MINING SECTOR.

On the western edge of the Sahara, where the desert sands meet the Atlantic Ocean, you'll find one end of the world's longest conveyor belts.

Clocking in at almost 100km and regularly transporting 2000 tonnes of phosphate rock per hour, you can even see it from space.

Suffice it to say that conveyors can be enormous, with the infrastructure and price tag to match. But bigger isn't always better, and not everyone has the luxury of working in a space as vast as a desert.

Budget constraints, infrastructure limitations and the challenges of working in small spaces can sometimes call for a more subtle tool. That's why Fenner Conveyors' modulaveyor exists. The modular conveyor is a lightweight, easy-to-assemble conveyor line. Think a highquality Meccano set that can be customised to suit any game or player.

"It's essentially a jigsaw puzzle that has a lot of extra add-ons that can be fitted reactively or proactively to suit the customer," Belle Banne Conveyors regional manager Beau Weiss told Australian Mining.

The Belle Banne Conveyors brand is 100-percent-owned by the Fenner Conveyors company.

"Our modulaveyor is designed to accommodate situations where a traditional conveyor system might not be the most applicable answer due to certain time restraints, cost, workspace or infrastructure," Weiss said.

Belle Banne Conveyors first established the design around six years ago, and the machine has been making waves in the agriculture and food processing sectors. Fenner Conveyors is now expanding the range and abilities due to

MAY



increasing demand in the mining sector.

Weiss recounted some of the modulaveyor's greatest hits, such as the time a primary conveyor broke down at a mine in Tasmania.

"The mine operators needed to get material out of their pit in a really confined space on short notice," he said.

"There was really no way to move it out because nothing could get in. So on five days' notice, we manufactured a 65m modulaveyor that sat directly next to the existing conveyor system, and we managed to sort out their problem."

On another project, a customer at a major port used the modulaveyor to increase its grain capacity.

"A traditional conveyor system was going to take several months' worth of engineering, and longer again for design and manufacture," Weiss said.

"We supplied them a couple of modulaveyors and increased their throughput by 10 per cent at essentially 80 less cost – and we did it in six weeks."

The modulaveyors are on the smaller end of the scale, primarily for bulk materials or package handling applications such as ore extraction, sand, coal, gravel, wood-chip, recycling or even just boxes, with a capacity of 200 tonnes per hour.

This is exactly what makes the product so handy in a pinch.

"The modulaveyors are on the smaller end of the scale, primarily for bulk materials or package handling applications such as ore extraction, sand, coal, gravel, wood-chip, recycling or even just boxes, with a capacity of 200 tonnes per hour."

"It's cheaper, it's faster and it can be constantly changed."

"You can't change the length of a traditional conveyor system, but the modulaveyor is fully customisable," Weiss said.

The adjustable design means it can be assembled by just about anyone, if Fenner Conveyors' expert technicians don't beat you to it.

"At the present time and historically, we've made and are making conveyors on short notice and planning projects for customers," Weiss said. "We've got customers that have revenue of \$200,000 a year and customers that have revenue of \$2 billion a year. The modulaveyor can suit most applications."

Key to the fast turnaround is the fact that all fabrication and design of the modulaveyor is handled in Victoria, with manufacturing done exclusively in Dandenong.

The conveyors are fully built and tested at the factory, then dissembled based on a customers'





site-handling requirements.

In other words, the modulaveyor will not be arriving on-site in 100 separate pieces.

There are benefits of working within a business as enormous as the Fenner Conveyors Group.

"Because we're such a large, integrated specialty group, there's essentially a resource for every and any problem."

"That's one of the benefits of having a national footprint. We have so many fantastic professionals it allows us to offer an array of expertise to our customers on short notice," Weiss said.

The modulaveyor captures such a niche in the market that customers keep coming back for more.

"Around 70 per cent of our modulaveyor orders

are actually repeat customers," Weiss said.

"Normally, if we sell one to a medium or larger company, they'll tend to come back for another modulaveyor, be it for another project or site.

"We've actually got 11 of these things running at a particular mineral sands project in Australia."

With its customisable design, fast arrival, ease of assembly, and backing of vast support network, the modulaveyor is providing essential machinery to the mining industry without the usual headache.

"The modulaveyor's got a range of applications, big and small. Major industry players, right down to small artisanal miners, they'll all get something out of it."



MAY

BELT CHANGE OUT PROJECT FOR QLD OVERLAND CONVEYOR



FENNER CONVEYORS AND BELLE BANNE CONVEYORS RECENTLY COMPLETED A MAJOR BELT CHANGE OUT FOR AN OVERLAND CONVEYOR AT KESTREL COAL RESOURCES' MINE IN QUEENSLAND'S BOWEN BASIN.

The project was a major undertaking that required a high level of expertise and engineering capabilities.

A total of 15,100 metres were replaced with Fenner Conveyors' supplied conveyor belt, manufactured from the Kwinana Factory in Western Australia, featuring extra cut and gouge and low-rolling resistant compounds.

This was installed by the Fenner Conveyors' field service team in Mackay and Emerald, using a specialised methodology designed by Belle Banne Conveyors. The project involved flaking out the conveyor belt in five stacks, with each stack containing approximately 3,000m of belt (each belt reel holding approximately 840m of belt, with 18 reels in total).

Belle Banne Conveyors' Engineer and Branch Manager, Cameron Trott, worked on the project.

"The Kestrel site conveyor belt change out was a challenging project on-paper, but we were



able to complete it successfully thanks to our experience and expertise."

"We utilized our state-of-the-art equipment and engineering capabilities to develop and execute the methodology for the project, which was tailored to the site and application."

Belle Banne Conveyors' is known within the industry for its highly efficient, large-scale belt handling equipment.

Equipment selected for the project included the 150kNm 90 Tonne Belt Winder, 36T Electric Belt Puller, and 90 Degree Turning Frames.

This specialised equipment allowed conveyor belt flaking and splicing to be completed in 28 shifts, with the entire shut down completed in 96 hours.

"We were able to efficiently execute the project

by having a mixture of Fenner Conveyors and Belle Banne Conveyors service personnel onsite to manage each shift," said Cameron.

Fenner Conveyors Site Coordinator, Tristan Sarnadsky, said the project was a great success.

"By combining our service and engineering expertise, we are able to deliver unmatched belt change out services within the industry," Sarnadsky said.

Overall, the project demonstrated both business' commitment to delivering engineered conveyor solutions to the Australian Mining and Related Industries.



JUNE

FENNER CONVEYORS KEEPING ROY HILL MOVING

FENNER CONVEYORS, LEADING AUSTRALIAN CONVEYOR BELT MANUFACTURER AND SERVICE PROVIDER, HAVE BEEN AWARDED THE FIVE-YEAR CONTRACT WITH ROY HILL, ONE OF THE WORLD'S LEADING IRON ORE PRODUCERS.

Fenner Conveyors has been contracted to provide conveyor services to Roy Hill sites since October 2021. Over the years, Fenner Conveyors has become a strategic partner for Roy Hill, demonstrating value as a key supplier for conveyor products and solutions.

Now, the long-term strategic contract will see Fenner Conveyors supply conveyor belt and splice kits for Roy Hill mine and port operations. This is a vital aspect of Roy Hill's business, as conveyor belts play a crucial role in the transportation of iron ore from the mine to the port for export.

Fenner Conveyors was chosen to supply a

range of steel cord specifications, as well as ply belting featuring the abrasion resistant, UsFlex carcass design. All conveyor belt will be Australian-Made, manufactured predominantly at Fenner Conveyors' state-of-the-art belt factory in Kwinana, Western Australia.

An integral part of conveyor belt installation and maintenance are splice kits, and these will be supplied from the Dandenong facility in Victoria.

Quality of the conveyor belt is critical to the safety of Roy Hill's operations, as worn-out or damaged conveyor belts can cause unplanned maintenance and downtime. The contract brings together Fenner Conveyors' premium conveyor belt compounds applicable to Roy Hill high-impact mining applications, including: Ultra Tuff[™] for abrasion resistance, Tuff As[™] for cut & gouge resistance, and PowerSaver[™] for low-rolling resistance.

Fenner Conveyors' ability to provide highquality conveyor belt and splice kit materials, all manufactured right here in Australia, is a major draw-card for the industry. By choosing Fenner Conveyors, Roy Hill is not only receiving quality conveyor products and services, but it is also supporting local manufacturing and jobs.

Inland Area Manager, Solomon Pender, said the team at Fenner Conveyors are thrilled to continue working with Roy Hill.

"We are committed to providing superior field service and quality products to ensure that Roy Hill's operations run smoothly and efficiently."

This contract is a significant win for Fenner Conveyors and a testament to their expertise and industry-leading products, helping to cement their position as a leading provider of conveyor solutions for the Australian mining industry.

Overall, the contract between Fenner Conveyors and Roy Hill is an example of how strategic partnerships can drive business success. By working together, Fenner Conveyors and Roy Hill are able to achieve their respective goals while delivering value to the broader community and economy.

Fenner Conveyors secured the contract in early 2023, with commencement in March 2023.





JUNE

INNOVATIVE CONVEYOR GRAVITY TAKE UPS

ACE INTRODUCES A GAME-CHANGING SOLUTION TO TRADITIONAL GRAVITY TAKE-UP (GTU) SYSTEMS: THE WINCH TENSION RELEASE SYSTEM.

Traditionally, GTUs rely on counterweights, requiring elaborate setups involving lifting equipment, cranes, or chain blocks. The inherent risks and costs associated with such methods prompted ACE to engineer a gamechanging alternative.

ACE's Winch Tension Release System replaces the traditional counterweight with an electric or hydraulic winch, strategically mounted within the structure or on the ground near the GTU. Equipped with a fail-safe brake function, this system redefines the landscape of conveyor maintenance.

Within the GTU structure, sheaves are strategically installed, enabling the controlled lifting of the counterweight. A mechanical locking device adds an extra layer of safety, providing two forms of isolation for maintenance procedures.

When not in use, the winch is fully de-tensioned, with a cleverly attached rope weight preventing cable entanglement, commonly known as 'bird's nesting.' The benefits of this innovative system are abundant, offering an advancement in safety, efficiency, and ease of operation.

Risk Elimination: Removes the need for working below suspended loads, eliminates working at heights, and eliminates lifting and slinging tasks.

No Cranes required: The upgrade eliminates the need for cranes, reducing costs and logistical challenges.

Time Savings: Only a few minutes are needed for full de-tensioning or re-tensioning, significantly improving efficiency.

Operational Simplicity: Only two personnel are required for operation - an operator and a spotter.



EMPLOYEES UNITE FOR VIBRANT CULTURAL CELEBRATIONS

THROUGHOUT 2023, EMPLOYEES GATHERED TO CELEBRATE CULTURE, SHOWCASING THE GROUP'S COMMITMENT TO EMBRACING DIVERSITY ACROSS OUR WORKFORCE.

In June, CPS celebrated Philippines Independence Day, and in September embraced Indian culture - both involving cultural shares from team members and an immersive team lunch following monthly Toolbox meetings.

National Sales Manager, Travis Lewis, said "Our cultural celebrations at CPS underscore our dedication to fostering a workplace that values and respects the unique backgrounds of our employees."

"By coming together to celebrate different cultures, we can deepen our understanding and appreciation for the traditions that make our workforce so wonderfully diverse." In July, the Fenner Conveyors West Footscray team came together and shared dishes from around the world, while reaffirming our commitment to corporate social responsibility.

As part of the event, team members rallied donations to support 'Let's Feed' - a charity whose focus is to feed domestic violence victims, homeless youth and those within our community who are at risk.

In October, Fenner Conveyors and ACE teams in Mackay shared 'a dish from home' - whether it be a recipe handed down through generations or one unique to their culture.

Fenner Conveyors believes that embracing diversity enhances the workplace environment and contributes to the collective strength of the organisation.

Each event brings a unique opportunity for team members to connect and strengthen the bonds that make us an open and dynamic workplace.







JUNE



FENNER CONVEYORS PUSHES FOR MENTAL HEALTH

FENNER CONVEYORS, AS PART OF ONE MICHELIN GROUP AUSTRALIA, PROUDLY PARTICIPATED IN THE PUSH-UP CHALLENGE 2023 – THE LARGEST MENTAL HEALTH AND FITNESS EVENT IN AUSTRALIA.

Every year during the month of June, the challenge calls for people across the nation to complete 3,144 push ups, whilst raising awareness and funds for mental health.

Executive General Manager of Sales & Marketing, Trevor Svenson, commented on the role workplaces can play in improving mental health.

"The Push Up Challenge gave our team the opportunity to have fun and form connections. It was great to see so many of our employees from different business units come together and support each other – plus of course some healthy competition!"

"It fostered a sense of unity and teamwork. The energy in crib rooms and offices enhanced when everyone jumped down and did 10 as a team," said Svenson.

Group Manager of Health, Safety & Wellbeing, Steph Boyldew said the team-building aspect of the challenge helped to build on a positive work environment, while reflecting our business values.





"One of our core values is 'Respect for People'; this means creating a working environment where all employees feel safe and supported, both physically and mentally. Many of our team members who participated commented feeling more connected to their colleagues and enjoyed being part of something bigger."

Fenner Conveyors' active involvement in The Push-Up Challenge was also intended to help raise mental health awareness within the Australian mining industry more broadly.

"By visibly demonstrating our commitment to this important cause, we encouraged our industry peers to consider their own wellbeing and that of their networks. This ripple effect is crucial in driving industry-wide change and fostering a culture that prioritises mental health," said Boyldew.

Reflecting on the success of the 2023 Push-Up Challenge, Boyldew reminded team members that "our actions, no matter how small, can have a significant impact. Through this challenge, participants have not only undertaken an extraordinary physical feat but have also helped shine a light on the movement towards change, deeper understanding, and compassion."



BELLE BANNE CONVEYORS TURN PINK FOR BREAST CANCER AWARENESS

BELLE BANNE CONVEYORS SUPPLY CUSTOM-MADE CONVEYOR BELT WINDER, PAINTED PINK FOR BREAST CANCER AWARENESS.

The special 50 series equipment are headed to Roy Hill Port in the Pilbara region of Western Australia.

Roy Hill, majority owned by Gina Rinehart's Hancock Prospecting, is well-known for supporting the National Breast Cancer Foundation (NBCF). The pink winder joins other pink coloured equipment across Roy Hill sites where the colour is used to generate awareness and recognition of those impacted by breast cancer.

The pink equipment serves as a visual reminder of the devastating impact of the disease but also reflects the sense of hope created by our community when supporting such an important cause.

Conveyor belt winders are nothing new for Belle Banne Conveyors with various models supplied to sites across Australia and internationally, but this is the first time one has been painted pink!

This conveyor belt winder is Belle Banne Conveyors' proprietary design, specifically for use on stacker and reclaimer conveyors. Rated to 25 tonnes and producing 50kNm of torque, this is one of Belle Banne Conveyors most powerful pieces of belt handing equipment.

Belle Banne Conveyors' engineers been developing their belt winder design for the last 8 years, with the first supplied to BHP back in 2015. Traralgon Branch Manager and Engineer, Cameron Trott, oversees all Belle Banne Conveyors belt handling equipment and worked on the Roy Hill project.

"We work with each customer and tailor the design to suit conveyor belt and site specifications."

With recent adaptations, Belle Banne Conveyors' belt winders can now operate conveyor belts up to 2600mm wide.

As a piece of large-scale belt handling equipment, size is a significant consideration for Belle Banne Conveyors' project engineers.

"Our winders are designed to be compact so they can be used for the machine conveyor belt. They are also fork-liftable and easy to position. The main base has container locks that enable it to be restrained to a standard transport trailer," Trott explains.

"Our belt handling equipment is always undergoing design changes in order to ensure we are delivering the most efficient and innovative solution for our customers."



JUNE

SPLICE KITS GROWTH: ESTABLISHMENT OF EXTRUSION LINE

FENNER CONVEYORS ANNOUNCES THE COMMISSIONING OF A RUBBER EXTRUSION LINE AT ITS DANDENONG FACILITY IS COMPLETE.

Dandenong already operates with extensive rubber lining capabilities, and is our dedicated location for the preparation of Fenner Dunlop Conveyor Belting splice kits.

Now also housing the rubber extrusion line, Dandenong can support the Fenner Conveyors service centres nationally as the dedicated resources for splice kit manufacture and supply.

With production and packaging done from the one facility, Fenner Conveyors can provide customers with end-to-end supply chain security for conveyor belt splice kits and compound-related products.

By removing freight and production costs, the extrusion line also enables us to reduce CO2 emissions per tonne of rubber produced, supporting our Group commitment of reaching net-zero by 2050.

The new operation holds a constant supply of Fenner Dunlop Conveyor Belting's most utilised compounds in the heavy-duty mining market, such as UltraTuff and PowerSaver.

This investment demonstrates Fenner Conveyors' ongoing commitment to Australian-Made manufacturing, allowing the business to deliver an unmatched level of quality for rubber compounding and splice kits.









ACE NSW & SYDNEY UNI COLLABORATE FOR THE NEXT GENERATION OF ENGINEERS

ACE NSW WELCOME CLASS OF ENGINEERING STUDENTS FOR COLLABORATION WITH SYDNEY UNIVERSITY AS PART OF THE JACARANDA FLAME CONSULTING PROGRAM.

This initiative, aimed at providing undergraduates with crucial industry exposure, allowed students to work on practical solutions to real-life engineering challenges as part of their degree at Sydney University.

During the visit, ACE NSW Engineering Manager, Matthew Malone, showcased the assembly of two new trunk conveyors for a major underground mining client. Malone also shared insights on designing conveyors efficiently, offering students valuable hands-on experience.

These real-world projects, an integral part of the program, served both educational and practical. ACE directed students to focus projects on conveyor gantries and rail look take-ups





Overall, the collaboration served as a wonderful opportunity for student to gain exposure to ACE NSW's operations and begin to lay foundations for building meaningful relationships within the industry.

Looking ahead, ACE NSW is gearing up for further talent integration by hosting an intern from Swinburne University in 2024.

Initiatives like this one reflect the company's commitment to cultivating a talent pipeline and bridging the gap between academia and industry.



IN-HOUSE LOAD TESTING FOR RELIABLE SUBSTATION PERFORMANCE

ACE LAUNCHES IN-HOUSE LOAD TESTING CAPABILITIES - A SIGNIFICANT ADVANCEMENT IN ENSURING THE RELIABILITY AND EFFICIENCY OF VSD SUBSTATIONS.

A common industry challenge is the installation of equipment without prior load testing, often leading to unforeseen issues during deployment. Long-wall mining equipment typically doesn't get loaded for the first 12 months installed on site.

To overcome this challenge, ACE developed capabilities to complete in-house load testing on customer substations and associated drive modules from its Somersby location.

NSW Regional Manager, Shane Wilson, said "By simulating a loaded conveyor in the Somersby workshop before dispatch to the customer, we can significantly minimise the risk of issues once installed on site."

The concept of the test is that any issues are identified prior to install, providing confidence to the customer that when installed, loaded and running the system will operate to specifications. These capabilities were first put into action in July 2023, when the ACE team successfully completed the load test of a conveyor substation, involving two 630kW drive modules and the associated cooling system.

The ability to monitor temperature and vibration during load testing allows early identification and resolution of potential issues in a controlled workshop environment.

Load testing provides a platform to validate the effectiveness of cooling methods, guaranteeing optimal performance in demanding conditions.

Customers also have the opportunity to become acquainted with equipment and software before installation, ensuring a smoother deployment process.

"The move reflects our commitment to providing high-quality solutions and sets a new standard for industry practices."

As ACE continues to pioneer engineering innovation in the conveyor industry, the introduction of in-house load testing demonstrates a proactive approach to guaranteeing optimal performance from the moment equipment is deployed.





CUSTOM PVC CONVEYORS: STREAMLINING FLORAL PRODUCTION

BELLE BANNE CONVEYORS HAS ENHANCEDEFFICIENCYFORMELBOURNE-BASED CLIENT, LYNCH GROUP, AS PART OF THEIR FLORAL PRODUCTION LINE.

The primary objective of the project was to optimize the production process for packaging. Flowers come in to the Lynch bouquet house from local farms, where they were carefully assembled and prepared as arrangements. Conveyors play a crucial role in streamlining this process, ensuring that the arrangements are efficiently transported along the line.

PVC conveyor belts are known for their durability and versatility, making them an ideal choice for agricultural and production businesses.

Lynch Group engaged Belle Banne Conveyors to evaluate the process and deliver a solution.

Belle Banne Conveyors has expertise in servicing customers across various industries, including light-weight and agricultural sectors. Belle Banne Conveyors Branch Manager, Grant Potter, shared his insights on this project.

"At Belle Banne Conveyors, we pride ourselves on delivering innovative conveyor solutions tailored to meet the unique needs of our clients," said Potter.

"With our extensive experience in serving customers in these industries, we were wellequipped to address the unique requirements of Lynch Group."

The PVC conveyors supplied for the project facilitated the efficient transportation of assembled flowers for packaging.

Time was of the essence for the project; the Belle Banne Conveyors team ensured the

conveyors were ready for the busy periods surrounding ANZAC Day and Mother's Day.

"There was a massive push to get these conveyors ready in time but we delivered and the customer is very happy."

Brad Dodwell, National Project Manager for Lynch Group, said "The Belle Banne Conveyors team's skills and capabilities were excellent in moving from a Lynch concept design phase to deliver conveyor equipment that was fit for purpose at our Victorian bouquet house."

"The new conveyors met our design and concept specifications, along with delivering on the expected improvements in our production process".

"The equipment was commissioned seamlessly into our operations and Lynch Group was impressed with the quality of their workmanship which was exceptional"

"It was evident that they take great pride in delivering equipment to the highest standard."

Ultimately, the finished bouquets made their way to major retailers and supermarket giants in the Victoria region.

The project highlights the diversity of conveyor applications and industries serviced across the Fenner Conveyors group.



OUR COMMITMENT TO PLANET

IN-LINE WITH MICHELIN'S ALL SUSTAINABLE APPROACH, FENNER CONVEYORS IS COMMITTED TO PROTECTING COMMUNITY LIVING STANDARDS AND THE ENVIRONMENTAL HERITAGE OF FUTURE GENERATIONS. IN ACCEPTING ITS RESPONSIBILITY AS A CORPORATE MEMBER OF THE COMMUNITY, FENNER CONVEYORS SEEKS TO CONDUCT PROFITABLE BUSINESS WHICH DEMONSTRATES ITS COMMITMENT TO PROTECTING THE QUALITY OF THE AIR, WATER AND SOIL ENVIRONMENT.

In 2022, our focus was on assessing our historic impact and aligning with Michelin on targets and objectives, as well as developing a road-map to reach these objectives.

With a focus on our scope 1 & 2 CO2 emissions from Manufacturing operations, in 2023 we committed to key actions to advance sustainability at our facilities and continue our integration to Michelin.

KWINANA TRANSITION TO NET ZERO

The 'Net-Zero Emission Road-map' for our conveyor belt manufacturing plant based in Kwinana, Western Australia, is a transformative initiative aimed at making substantial contributions to both Fenner Conveyors and the broader Michelin Group's sustainability ambitions.

The Kwinana factory is responsible for approximately half of the company's CO₂ emissions in Australia. As a result, Fenner Conveyors has set an ambitious target to fast track achieving net-zero emissions.

Through the engagement of both external specialists as well and key technologies in this space, the project was launched in May 2023 with a target completion of June 2024.

Actions to date involve continuous monitoring, regression analysis of energy consumption data, benchmarking against international standards, and the formation of the Kwinana Environmental Team.

With a comprehensive strategy in place, more than 60 opportunities have been identified and prioritised, including renewable energy generation through solar PV and heat-to-power, and decisions between natural gas-powered boilers and electric boilers. This initiative reflects a proactive approach to environmental stewardship, with ongoing efforts to quantify emissions, reduce energy consumption, and advance sustainability within the manufacturing process.

SOLAR TRANSITION

Our ongoing commitment to sustainable operations is prominently centred on harnessing the power of solar energy. This commitment began in 2021 when ACE NSW set the precedent for incorporating solar installations. This year, we've made significant strides by successfully implementing solar at our Kwinana Fabrication ('K-Fab') & Whyalla sites, with additional installations scheduled for South Africa and CPS.

The transition to Net Zero for Kwinana Manufacturing is also prioritising the assessment of solar feasibility, creating immense potential to reduce our CO_2 emissions.

Our collective efforts reflect our dedication to reducing our environmental footprint through solar power.

AIMING AT NET-ZERO EMISSIONS BY 2050 REDUCE THE ENERGY CONSUMPTION AND CO₂ EMISSIONS STEMMING FROM OUR INDUSTRIAL OPERATIONS













ALL-IN ACTION FOR THE PLANET

In support of our 'Planet' pillar, Fenner Conveyors locations engaged in various sustainability initiatives at a local level, including additional paper waste bins for office and workshop recycling, rubbish clean-ups in local community spaces, or compiling foil at Easter time for recycling.

Fenner Conveyors makes a conscious effort to choose merchandise and uniforms that are made from ethically sourced and recycled materials. In 2023, we introduced to the range a backpack and winter vest made from RPET.

TRILLION TREES

The CPS team planed over 500 trees in one single day as part of its partnership with Trillion Trees, which started back in 2020 as part of CPS' Green Plan. The event held at Guilford Meadow in Perth provided an opportunity for team members to take a break from day-to-day tasks and give back to our planet.

CLIMATE FRESK

As a component of the Michelin Group's transformative initiative, 'All in Action for the Environment,' Fenner Conveyors introduced 'Climate Fresk' workshops.

These workshops are grounded in science and collaboration, seeking to enhance participants' understanding of the causes and repercussions of climate change.

Michelin aims for all employees to engage in these workshops by the close of 2024, aligning with our overarching commitment to the 'Planet' pillar. Workshops offer a vital and enjoyable avenue for collective learning and discussion, fostering awareness of our environmental impact!



STATEWIDE BELTING TRASH WASTE INEFFICIENCIES

FENNER CONVEYORS' TASMANIA-BASED OPERATIONS, STATEWIDE BELTING, HAVE MADE STRONG PROGRESS TOWARDS THE GROUP'S SUSTAINABILITY COMMITMENTS, THROUGH A BUSINESS ALIGNMENT WITH CLEANAWAY WASTE MANAGEMENT.

Statewide Belting has been delivering maintenance services for Cleanaway's recycling operations in Hobart for over eight months. Statewide Belting Branch Manager, Jason Smith said it's through this work that the alignment was developed.

"From discussions with Cleanaway, we identified that we could be helping each other. Our service team was already assisting Cleanaway to maintain their recycling facilities, and with their help we've been able to develop methods of being more sustainable in our workshop."

"Given the nature of our work, a lot of our waste is materials that are difficult to recycle responsibly; metals, rubber, rags, and so on. Cleanaway collects this waste and gives it a second life, reducing our workshop's contribution to landfill."

Working with Cleanaway allows Statewide Belting to more accurately measure the tonnes of industrial waste collected and sustainability disposed of, so that the business can work towards the overall Fenner Conveyors group goal of reaching net-zero emissions by 2050. "We can now measure the amount of waste we are producing, and make informed decisions based on facts."

"We've been working closely with the team at Cleanaway, Hobart, to fine-tune our processes for waste sorting and removal."

Cleanaway began servicing Statewide Belting's Hobart operations in February 2023, with the aim to integrate the recycling and waste removal processes into the business. Today, all of Statewide Belting's branches across Tasmania are on board.

Cleanaway has been working with other locations within the Fenner group for some time including manufacturing and/or service branches in Western Australia, Queensland, Northern Territory, Victoria.

"It's great to be working with a company whose values align with ours. Since joining the Michelin Group of Companies, we have been working towards the All-Sustainable vision, by focusing on reducing our impact on the planet."

Statewide Belting have received positive feedback on this alignment from its team members. "People want to know that they can choose this career and this industry, while maintaining a commitment to the environment."

"It's not one or the other; with business alignments such as this, we are showing that manufacturing and sustainability can go hand-in-hand."

CLEANAVAY Making a sustainable future possible 13 13 39



AUGUST

INNOVATIVE CONVEYOR SOLUTIONS FOR ENHANCED EFFICIENCY AND SAFETY



IN THE DYNAMIC REALM OF COAL MINING, WHERE OPERATIONAL EFFICIENCY AND WORKER SAFETY HOLD PARAMOUNT IMPORTANCE, EMBRACING CUTTING-EDGE TECHNOLOGIES IS NOT JUST A CHOICE, BUT A NECESSITY.

The recent collaboration between Fenner Conveyors and Conveyor Products and Solutions (CPS) for a major coal mining client in Central Queensland, demonstrated both businesses' ability to enhance productivity while fostering safer and more sustainable site operations.

The challenge at hand was daunting yet familiar - to upgrade the existing steel rollers on an overland conveyor project. The conventional steel rollers were not just heavy and noisy, but their maintenance was a recurrent issue leading to frequent downtimes.

To address these concerns, the CPS team delivered Yeloroll-HD Rollers to enhance performance while alleviating the operational challenges. For Curragh, CPS' low-noise, lightweight, yet heavy-duty composite rollers presented an opportunity to diminish noise pollution on-site, ensuring a less hazardous working environment for site teams.

In tandem with the roller upgrade, Fenner Conveyors introduced their low-rolling resistant (LRR) belting, PowerSaver. The revolutionary conveyor belt compound for pulley cover significantly lowers power consumption, thereby contributing an overall improvement in mine energy efficiency.



The project involved the replacement of a staggering 18,000+ rollers and 42 kilometers of conveyor belt. The project was carried out with precision and proficiency from Fenner Conveyors service team in Emerald.

The adoption of the Yeloroll-HD Rollers and PowerSaver conveyor belting has been pivotal for Curragh.

Following the initial installation of the new Yeloroll-HD Rollers, Curragh has already seen a noticeable reduction in noise levels. Readings were taken using a Protech compact digital sound level meter, showing sound levels ranging from 71.2dB to 73.3 dB (a ~16dB reduction in noise). Yeloroll-HD Rollers are designed to deliver a 20% weight reduction in rolling mass. For the Curragh site this has resulted in a reduction of 14,700 kgs for centre trough rollers and 63,210 kgs for wing/return rollers.

Furthermore, the reduction in rolling mass brought about by the Yeloroll-HD Rollers led to a weight reduction of 14,700 kgs for centre trough rollers and 63,210 kgs for wing/return rollers.

Compared to the original steel rollers, Curragh has already noticed a decrease in roller change-

outs and downtime, translating to heightened productivity.

Overall, the project showcased both Fenner Conveyors and CPS' commitment to innovation, strategic collaboration, and operational excellence.

Connor Gregory, Manager CHPP at Coronado Global Resources Inc. said the switch offered an innovative solution to the challenges on site.

"We've already noticed substantial improvements, particularly a marked decrease in noise pollution and manual handling risks on-site. It's an effective upgrade that supports productivity, personnel safety, and environmental responsibility," said Gregory.

"With the completion of this project, we're moving towards a safer, quieter, and more efficient future in mining."



LEARNING & SHARING IN CUTTING-EDGE INDUSTRY RESEARCH

Team members representing Fenner Conveyors, CPS and ACE attended the 14th International Conference on Bulk Materials Storage, Handling and Transportation, organised by the Australian Society for Bulk Solids Handling.

The conference brings together industry practitioners, researchers, engineers and designers for the exchange of ideas in established, new and emerging bulk materials technologies.

Conveyor Products and Solutions (CPS) presented a study on the use of composite rollers to improve conveyor performance.

Engineering Manager, Peter Copley, said "This was a great event for us to present the technological side of the Fenner Conveyors Group to the wider bulk materials handling community."

Senior Applications Engineer, Brendan Beh, said "The conference helped broaden my understanding on other uses for conveyor belt technology, and unique problem solving examples for mining applications."

"There was also a session on the Australian Standards for our industry which we were able to provide extra input on in regards to the development of the new testing standards," said Beh.

Attendees were able to develop relationships within the industry - both nationally and internationally - and to continue to expand our knowledge base to better develop these solutions.

Senior Mechanical Engineer, Taylor Jobson, said "We had the opportunity to meet other end users, consultants and manufacturers, to further R&D that is ongoing for the bulk material handling field."

"We gained invaluable insight in to new technologies and developments in the bulk material handling field that we can leverage to provide practical solutions to our customers."

Technology Manager, Tim Briggs, said opportunities such as this conference are great for the career development of team members.

"Industry colleagues have the opportunity to meet and connect with the people who are behind our conveyor innovations. And it goes both ways - our people can action opportunities to be involved in new R&D projects."





FENNER CONVEYORS' VIBRANT CONTRIBUTION BRIGHTENS COMMUNITY

FENNER CONVEYORS ARE ROLLING OUT FOUR NEW CONVEYOR SYSTEMS FOR A MAJOR COAL MINE. AUSTRALIAN BULK HANDLING REVIEW FOUND OUT MORE ABOUT THE COMPANY'S ENGINEERING EXPERTISE AND HOW IT BROUGHT ABOUT A COLOURFUL CONTRIBUTION TO THE COMMUNITY.

Kestrel Coal Resources announced it would make use of a new section at its mine, which involved upgrading the long-wall conveyor system.

It conducted a tendering process for the 500's Conveyor Project, selecting Fenner Conveyors to deliver the solution across the three-year contact. This included the supply of four conveyors and all belting required, with mechanical and electrical engineered equipment delivered by ACE, and belting delivered from the Australian manufacturing facilities for Fenner Dunlop Conveyor Belting.

When Fenner Conveyors began working on the project, it was tasked with delivering one brand-new conveyor system and three others to be retrofitted to the existing infrastructure on site.

One of the major parts of the project is the belt maintenance system and storage system upgrade.

Traditionally, the site had not used an automated, permanent belt maintenance system, instead preferring to use mobile equipment. The initial plan was to install the permanent systems on some of the conveyors, and to use existing solutions on the remaining conveyors.

However, after seeing the improvements in belt



rigidity – which also improved the belt tracking, control, safety, and maintainability of the system – Kestrel worked with Fenner to incorporate this equipment into all four systems.

Just over one year into the project, the two teams are in constant communication with one another. Sean Stevenson, project lead, said the businesses regularly hold meetings and provide clear reporting both ways.

"We communicate near daily and can adapt to changes in scope if required," Stevenson said.

"It's vital to offer that transparency – make Kestrel aware of things as they happen and don't hold secrets."

This communication allows the teams to handle the changing needs of a dynamic mine environment.

Stevenson said the team is flexible and was able to adapt to a change of installation plans to ensure Kestrel could move faster into the development process.

"We had a smaller window to install the first conveyor and had to change it to a two-
stage processes. We did it in piecemeal and had a second phase for the installation and commissioning," he said.

Shane Wilson, regional manager of ACE NSW, said the project also involved the upgrade of all head-end substations.

"Kestrel wanted standardised substations that would be identical for easier maintainability and safety," Wilson said.

"Originally the specification called for separate enclosures for items like the winch starter, which was discussed in design reviews. The supplies are now consolidated into the substation starter, while maintaining the transport dimension requirements.

"This reduces installation time, improves reliability and simplifies the system overall especially for a relocatable main-gate system."

Community conveyors

During a regular meeting, the two teams began discussing how they could promote the work that was happening at the mine and support the local community.

Together, they jointly developed the idea of creating a community fundraising campaign for the duration of the 500's Conveyor Project, and beyond. Each conveyor would be painted a different colour to represent a charity in the local region.

"From our side, there's been a positive response. People are becoming more socially aware and want to see their work have a benefit for society." "If we can support our client and contribute to advancing the communities in which we operate, it's something we can all be proud of," Stevenson said.

The local community has welcomed the campaign and is already seeing the benefits. Funds raised by the collaboration will go towards the Breast and Prostate Cancer Association of Queensland, Headspace Emerald, Emerald Neighbourhood Centre, and Emerald Men's Shed.

Mark Wilcock, head of ACE Queensland, said the team have been honoured by the support shown by Kestrel to-date.

"The feedback on the quality of work conducted and our ability to meet the schedule has been really positive so far. Kestrel have commended our team on their efforts, especially considering the complexity of the project and the extremely challenging global supply conditions we have all been operating in."

"What helps set us apart is the fact we can deliver the entire package. Our teams have in-depth knowledge of the mechanical and electrical systems, along with how they interact with the belting. Ultimately, this results in a highly reliable, state-of-the-art conveyor system," Wilcock said.

Wilcock said Kestrel and ACE will continue to work closely with each other throughout the project and beyond.







KESTREL & ACE HEAD UNDERGROUND WITH HEADSPACE

IN CELEBRATION OF ANOTHER 'COMMUNITY CONVEYOR' SUCCESSFULLY DELIVERED TO SITE, ACE AND KESTREL WELCOME COMMUNITY REPRESENTATIVES UNDERGROUND FOR MORNING TEA.

ACE and Kestrel Coal Resources had the privilege of taking the headspace Emerald team underground, showcasing the inner workings of mine operations and sharing insights into machinery that drives the industry.

The morning tea in a delightfully different location highlighted a shared commitment to the betterment of the community.

Business Partner Communications and Community Engagement, Amy Church, said the Community Conveyors initiative is a testament to both business' commitment to corporate social responsibility and community engagement.

"Beyond profit margins, we believe in contributing positively to the social fabric that surrounds us. This collaboration with ACE to commission conveyors painted in the colors of community groups, creates a visual reminder of the impactful work that these organisations undertake daily."

As each of the four main-gate conveyors are delivered to site, Kestrel and ACE are presenting their selected charities with a combined donation.

This conveyor, engineered and supplied by ACE, is painted green in support of Headspace Emerald. As an organisation that works tirelessly to support people's mental health, physical well-being, and overall development,

Headspace Emerald is a very worthy charity of this support.

ACE Mackay Branch Manager, Scott Manley, commented on the business' pride in being part of the Community Conveyors initiative.

"Being part of Fenner Conveyors and the broader Michelin group in Australia, we firmly believe in the power of partnerships that not only drive business growth but benefit the communities we operate in," Manley explained.

Senior Projects Manager, Sean Stevenson, commented on ACE recognising the importance of early intervention and providing team members with the tools to manage mental health effectively.

"We extend our gratitude to Headspace Emerald for their consistent commitment to the well-being of our community.

"As both ACE and Fenner Conveyors continue to serve industries with cutting-edge conveyor equipment, we remain equally devoted to uplifting our communities," said Stevenson.

"With each conveyor revolution, let it remind us of the importance of keeping a positive head space on track."





PURPLE CONVEYOR READY TO ROLL

FENNER CONVEYORS IS PROUD TO ANNOUNCE THAT THE LATEST COMMUNITY CONVEYOR, PAINTED PURPLE IN SUPPORT OF THE LOCAL EMERALD COMMUNITY, IS READY FOR DISPATCH TO SITE.

The third main-gate conveyor, which is the same design as the first two except for a few innovative design changes, was mocked-up by the ACE team in November 2023.

One of the design changes is the focus on dust suppression, a significant challenge commonly faced by coal mines.

Senior Projects Manager at ACE, Sean Stevenson, said that the team performed a live trial of the dust suppression units in the Mackay workshop.

"The units we selected use water atomising nozzles to reduce water consumption and improve dust suppression. Other units on the



market use a lot of water, however this particular model uses an air and water ratio to produce finer dust particles, improving dust capture," Stevenson said.

The project has grown since initial concepts with both Mackay and Somersby teams. As part of the initial contract, Kestrel outlined the requirement for three substations. However, after further discussions, an extra substation was put forward and ACE was successfully awarded the purchase order.

Now, well and truly into the project, ACE is on track to deliver four substations and one overhaul out of its Somersby facility in NSW. The purple conveyor is scheduled to be completely assembled and installed on site by March 2024.

The third community group selected to be represented by the purple conveyor is Emerald Neighbourhood Centre, a local organisation that provides information, referral and support, as well as crisis counselling and emergency relief to the Bowen Basin community.

Branch Manager of ACE QLD, Scott Manley, said that the 500s Project has also been a great opportunity for career development within the team.

"During mock ups of the equipment in the Mackay workshop, we get all team members in there to review it for additional exposure. Our leaders provide an explanation on what everything does within the system and why things have been designed in certain ways," he said.

"It's not every day our team get to work on such a large-scale project. Having said that, it's our preferred project format for contracts and what we're looking to do more of."

ACE are the leading contractor for the project. "Partnerships with our clients are the goal. As part of the Fenner Conveyors group with diverse and expansive capabilities for engineered conveyor solutions, we are best-placed in the industry to deliver this for our clients," Manley said.

Production of the fourth and final conveyor, painted orange for Men's Shed Emerald, has already begun from the Mackay workshop.

Fenner Conveyors and ACE are committed to supporting the local communities where they operate and are proud to be a partner in Kestrel Coal Resources' 500s Project.





F O in

Pilbara Futures Forum: This #deadly event was dedicated to supporting young #FirstNations women as they transition into work, training, or further study after Year 12.



Dedicated Teams: At #FennerConveyors, we've got you covered with our national network of service centers and our dedicated team of Splicing and Mechanical technicians.



Pre-Start Program: Fenner Conveyors is taking a proactive step towards the health & well-being of our employees. We're thrilled to be launching an evidence-based Manual Handling and Pre-Start Warm Up program.





Karratha Careers Day: At #FennerConveyors, we believe in the power of inspiring young individuals to pursue careers in our industry. We are passionate about providing exciting opportunities for growth and development.



Projects coming to life: The Service Team on-site as part of a large-scale, long-life and high-grade lithium hydroxide project in Western Australia. With the supply of Fenner Dunlop Conveyor Belting, alongside our expert conveyor technicians, we ensured optimal performance outcomes for another customer project.



#DayForit: Fenner Conveyors and ACE team members on-site in Far North Queensland, conducting conveyor inspections for a valued customer - #teamwork makes the dream work.









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New record: In just one month Team Kwinana Fabrication in WA have manufactured an astounding 85 conveyor belt reels! Our in-house manufacturing capabilities allow us to offer you the advantages of customised conveyor belt,



#MensHealthWeek: What a line-up of blue hivis! Our teams came together to talk physical and mental health. Identifying small changes we can make to benefit our health.



ACE On-Site: Completing the first stage of a conveyor removal for a Bowen Basin mine that's been in operation since 1988! Another job completed safely and on-time.

INDUSTRY SPOTLIGHT ON FENNER CONVEYORS FACILITATING A FULL-SERVICE SOLUTION

MERGING EXPERTISE, EFFICIENCY, TECHNOLOGY AND SUSTAINABILITY, FENNER CONVEYORS STANDS ABOVE THE COMPETITION AS THE MARKET-LEADING PROVIDER OF MINING CONVEYOR SYSTEMS. WE SPEAK TO EXECUTIVE MEMBERS OF THE COMPANY TO FIND OUT MORE.

Mining is a key industry that keeps our modern world moving. Unearthing the planet's myriad of minerals and ores is key to the production of cars, the construction of buildings, and the continuation of life as we know it.

Australia is home to a monumental mining sector. Within it, there operate companies that facilitate mining activities to help businesses achieve the best results in the field. Fenner Conveyors (Fenner), a Michelin Group Company, is a notable player in the sector, and the leading manufacturer of conveyor systems for mining and industrial applications, a critical aspect of heavy-duty operations bringing to the market engineered conveyor products, surrounding services and support to the Australian mining space. The mining space is exciting for Australia as a country that provides a significant proportion of the world's iron, coal, gold, and emerging minerals such as lithium (crucial for the development of batteries), and is therefore an equally integral part of the overall global economy.

According to Pace, the importance of these minerals cannot be understated. For example, a substantial percentage of Australian coal is used for manufacturing steel, which in turn is a key material for producing electric vehicles (EVs) and wind turbines globally.

Traditionally, Fenner is synonymous with conveyor belts, but this is changing. Following its multiple acquisitions over the years, Fenner



has succeeded in establishing itself as a complete offering for anything in the industry, from conveyor field services to the design, manufacturing and monitoring of conveyor systems, the latter of which is carried out through digital technologies supported by its maintenance and field service teams.

Fenner Conveyors' breadth of capability far exceeds its traditional conveyor belting products. The company has engineered components and convevor systems. established methodologies for conveyor installations and change-out equipment, and uses the information it gains from conveyor monitoring to develop new products and compounds that are engineered for belting. Fenner utilises its many brands to bring its clients the best conveyor solutions, a delivery unique to the company.

BUYING AND BUILDING

As it stands today, every part of a conveyor can be engineered, manufactured, and installed by Fenner. In order to do so, engineering capabilities are absolutely critical. Fenner has been growing its engineering capabilities over the years through its in-house conveyor belt engineers. Furthermore, part of Fenner Conveyors' service offering includes engineered methodologies for belt installation and change outs, delivered through Victoriabased company, Belle Banne Conveyors, acquired in 2010.

The acquisition of Australian Conveyor

Engineering (ACE) in 2012 was a key part of this new direction of the business. ACE provides Fenner with the ability to design conveyor systems, pulleys, and everything else that is part of the process, including all electrical system components such as the starters and drive motors.

Last year, Fenner made the acquisition of Conveyor Products & Solutions Pty Ltd (CPS) which operates as the company's primary roller manufacturer based in Western Australia. This development was the last piece of the puzzle to form where Fenner currently stands in 2023. Today, a customer can request that Fenner designs and engineers a system, a modification, or supplies conveyor products, as well as maintains such systems, which is all part of the company's key strategy.

"The engineering element is critical to this; we are the only original equipment manufacturer (OEM) in the industry that can actually deliver a complete conveyor. It is a real point of differentiation for us in the conveyor field," notes Trevor Svenson, Executive General Manager.

"We also want to help our customers to reduce their operating costs. We have the expertise in belting, maintenance, modelling material and many other aspects to influence the operation of assets, meaning that we can make customers' systems more efficient while providing all kinds





of products and components that make them more durable as well.

SOURCING LOCAL

One of Fenner Conveyors' strengths in the market is that of being a local supplier to Australian mining players. According to Pace, the past decade in the country has seen a real shift away from sourcing products and services from cheaper, international suppliers to securing a localised supply chain and supporting local businesses in the process.

Reduced price often compromises longevity. Instead of focusing on bottom-line pricing, mining companies are recognising the value of high-quality and full-service partners who can offer above and beyond the simple hardware, and reliably provide products, services and support to systems to further secure the continued success of mining operations.

Fenner picked up on this shifting sector focus, and has since made the strategic decision to invest in its local operations in Perth, Australia, standing out with a unique market offer to be a reliable and superior quality provider of belts, components and much more. This is a true differentiator for Fenner and one that gives the company an edge over its competition in the market.



"10 years ago, we built a factory in Perth during a time when many people were looking overseas for production, and it was a major investment in the area," Pace explains. "We added two production lines over the course of a few years, with a third production line having been commissioned late last year, so now we can manufacture very high-quality conveyor belts and all the parts locally in Australia for local customers."

This convenience, quality and reliability is further bolstered by Fenner Conveyors' exceptional coverage of all customer needs via its field services and support, an integral part of the company's offer to the market.

"We are quite unique as we can design the conveyor system, manufacture the hardware, metalwork, and belt. Then, we can install the conveyor system and belt, and once it's all up and running, we maintain the whole thing for the customer," Pace continues. "We offer the full-service package in terms of total cost of ownership around a conveyor system."

COM-MISSION SUCCESS

Fenner Conveyors' undertaking of Anglo American Plc's (Anglo American) Aquila project is an example of the company's ability to deliver such services. In 2020, Fenner was

"The mining industry is very exciting in terms of delivering minerals to fuel the growth of sectors as a fundamental resource,"

Tony Pace, Chief Commercial Officer -Engineering at Fenner Conveyors.



selected to design, supply and install a 2.6 kilometre (km) overland conveyor located in the Bowen Basin Coalfield, alongside four drives, a transformer, loop take-up, elevated gantry sections, overland structure, and belting. The conveyor is a crucial piece of infrastructure for the coal mine, not only as a means of extraction but also to ensure the streamlining of the entire operation.

"We have over 1,000 people in the business and almost 75 percent of our employees are typically in on-site operations doing service work on conveyors and maintaining engineering, and they do a fantastic job across our many projects in the field," Svenson says.

"Overland conveyors are a large market for the company, and we have a lot going on in the Queensland coal industry. A couple of years ago, we secured a contract to build an overland conveyor for Anglo American, and we delivered that as a turnkey project."

Fenner Conveyors' role on this operation consisted of designing, manufacturing, installing and commissioning the conveyor that the company continues to maintain to this day. For Svenson and the team, this was the first substantial project to bring together the collective capabilities incorporated from Fenner Conveyors' multiple acquisitions. This is where the industry expertise, tools and knowhow from engineering functions, showcased Fenner Conveyors' ability to answer industry demands in a diverse mining space.

DELIVERING SUSTAINABLE SOLUTIONS

More recently, Fenner secured a five-year contract with a major iron ore-producing customer based in Western Australia, which

"Nobody else in the industry globally can offer what we can; if clients wish to get these results elsewhere, they will have to work with multiple companies, whereas Fenner Conveyors is the one place you can actually do and have it all,"

> Trevor Svenson, Executive General Manager, Sales & Marketing

itself is an area seeing a great deal of growth in the mining sector.

"There are both well-established and emerging iron ore producers tapping into our natural resources," Svenson tells us. "For us at Fenner, this is an area that we are keen to support; our largest conveyor belt manufacturing plant – and the largest press-line in the world – is well-placed in the Western Australia region with 300km of belting coming out of the production facility each year."

By nature of the industry, continuing iron ore operations sees mining activities take place ever further away from the initial processing plants. At this point, operators have two choices: they can either build another processing plant at the new pit, or they can convey the ore to the original processing plant. For many, the latter is the most cost-effective way to do it.

"The issue comes with distance, and consequently, energy usage," Pace continues. "A conveyor that transports ore 20km to a processing plant requires a vast amount of power and so many mining companies are recognising this, shifting to a more environmentally conscious approach and reducing their carbon emissions."

This is another advantage that Fenner has when it comes to its offering; an ability to supply customers with conveyor products which promote energy efficiency and lower overall carbon output. The company's conveyor rollers include a range that is very efficient when it comes to reducing the amount of energy consumed during conveyor operations – known as CPS' Yeloroll-HD. On top of this, Fenner can also provide conveyor belts with low rolling resistance through its PowerSaver compound, which means smoother and more energyefficient flow over the idlers. Combine these two, and you have a sustainability-centric offer, making Fenner the market-leading choice when it comes to environmentally focused conveyor svstems.

Having proven its capabilities in this area, Fenner believes that it is the company to deliver sustainable conveyor benefits to clients operating in the mining space in Australia, and will continue to develop its offering in this space.

AT THE CORE

Owned by Michelin Group, Fenner echoes the company's three pillars of sustainable growth:

people, to commit to the safety, development and inclusion of its employees; profit, to deliver financial value and innovation in its conveyor products, services and solutions; and planet, to make a positive impact on the environment and the globe by using recycled materials, lowering carbon emissions and more.

"Above everything, our team's safety in the field is incredibly important to us," Pace adds.

"By being part of Michelin Group, we also have access to a vast R&D department consisting of thousands of personnel working on product development as well as new and improved components and systems to deliver value to clients. On top of this, Michelin's renowned rubber expertise in tyres is applied to Fenner Conveyors' conveyor belts, making them the superior option on the market, and helping develop safer products, methods, and systems for those who install, operate, and maintain them."

Fenner Conveyors' R&D encompasses critical technological developments that are key to the company's systems service and support for its customers. Digitalisation and conveyor monitoring are a large part of this and are paramount to the streamlining and cost-effectiveness of conveyor systems.

"We have invested heavily in technology as an organisation over the past few years, including conveyor monitoring," Svenson elaborates. "For example, there has been high customer demand for real-time monitoring to keep track of the rate of wear for a conveyor belt.

"Another prime example is the rate of roller wear; a conveyor system that is 24km long will make use of tens of thousands of rollers. Monitoring the performance and wear of these rollers is critical to the continued function and safety of the system, as well as – especially the case for worn rollers – saving costs by reducing belt damage."

This technology focus ties into Fenner Conveyors' nature as an innovative company, collaborating with partners to maximise the advantages of monitoring systems while supplying belts that utilise Michelin Group's advanced polymer technology for efficiency and durability. This focus on monitoring and increasing the service life of conveyor systems further adds to the company's sustainabilitycentred mission.

THE CONTINUATION OF QUALITY

Fenner benchmarks its manufacturing emissions via an independent organisation, through which targets are set to be achieved in line with those of Michelin Group. Innovating with products when it comes to reducing environmental impact is a well-established aspect of the company.

"Fenner Conveyors' ability to deliver is a unique point of difference in the industry," Svenson says. "On top of this, carbon emission reduction is a real focus for us. 10 years ago, we didn't envisage that a combination of these acquisitions would put us in a really good position to contribute to utilising sustainable materials when making products, and on top of this, reduce overall carbon emissions."

This sustainability-centric focus is exemplified by Fenner Conveyors' collaborative iron ore project with global mining giant Rio Tinto and subsidiary, CPS. This ongoing project will involve an overland conveyor for a new enterprise called Western Range. Fenner utilises its belt manufacturing capabilities merged with CPS' rollers which are less resistant and more economical when it comes to energy usage, leading to less carbon emissions released into the atmosphere as a result.

"These rollers and beltings are partially made from sustainable materials, either natural rubber or recycled," Svenson details. "As part of Michelin Group, there is a strong focus on these sustainability targets and metrics, looking towards 2030, 2050 and beyond. That's where we stand out in the industry with our key mining clients, as they want to work with us to actually make an impact in that space.

"We intend to continue bettering the mining industry in Australia by offering a higher quality full design, installation and manufacturing services, supported and maintained by our expert teams while utilising the latest in digitalisation and monitoring tools for a more efficient and sustainable future of mining conveyors."





FENNER IN THE COMMUNITY

I'm here to hear

FENNER CONVEYORS SUPPORTS R U OK DAY

FENNER CONVEYORS COMMITTED TO MENTAL HEALTH AWARENESS WITH R U OK DAY INITIATIVES HELD AT BRANCHES AND SITES ACROSS AUSTRALIA.

The month-long campaign emphasized the importance of daily check-ins, encouraging team members to connect and support each other. Beyond just a day, R U OK is a commitment at Fenner Conveyors to maintain a positive environment where everyone feels empowered to ask and speak up. The campaign highlighted the transformative impact of a simple conversation, promoting a





A PARAGON IN ENERGY-EFFICIENT CONVEYING

FENNER CONVEYORS IS HELPING THE MINING INDUSTRY DECARBONISE OPERATIONS WITH ITS GREEN SERIES OF CONVEYOR PRODUCTS.

The term 'decarbonise' gets a lot of traction in the mining industry these days. But excessive use can sometimes dilute the meaning of a word.

Serious mining industry customers are more likely to care about verifiable results than a catchy tagline, and Fenner Conveyors has the backing, expertise and products to deliver what customers are after.

Fenner Conveyors draws on its rigorously designed Green Series of conveyor products, PowerSaver and Yeloroll-HD, to show customers exactly how much they'll be saving on energy consumption and carbon emissions when it comes to overland conveyor systems for mines.

"PowerSaver is a rubber compound that is applied to the pulley (bottom) cover of the conveyor belt to effectively reduce energy loss due to the indentation of the pulley cover moving over the idler roll," Fenner general manager, technology Tim Briggs told Australian Mining. "The reduction of energy loss is achieved by improving viscoelastic properties of the PowerSaver compound.

"Various factors go into developing the PowerSaver compound for us to be able to predict the power saving of a belt for our customers. We're proud to have the in-house technical experts who are able to interpret this data accurately.

"To measure indentation rolling resistance, our

team looks at idler roll diameter, belt loading, cover thickness and the viscoelastic properties of the bottom cover. On top of this, we must consider the operating conditions such as temperature, belt speed, and belt load.

"Indentation rolling resistance accounts for approximately 60 per cent of the power draw of typical overland conveyor systems, which is why reducing this is a key factor.

"The Australian mining industry needs more and more material conveyed by their systems. We can't change the throughput, and we can't change the distance, but we can change is the viscoelasticity of the rubber."

The unique compound design of PowerSaver helps to reduce energy consumption, as it supports the system to operate across longer distances and with higher tonnage.

"When designing a new system and looking to reduce power consumption on your belt, you're able to step down your tensions, your drive motors get smaller, your pulleys get smaller. The whole conveyor benefits," Briggs said.

Whether fitting to a new or existing system, the PowerSaver compound helps conveyor belts carry load more efficiently, reducing energy consumption. This translates to lower operating costs, increased asset life, and reduced carbon emissions.

"The first generation of PowerSaver shows a verifiable 28 per cent reduction in indentation loss when applied to M-grade conveyor belts," Briggs said.

"Our second iteration, PowerSaver 2.0, improves this by an additional 12 per cent, or 40 per cent compared to M-grade." A third generation of the product is currently under development.

The second tool in Fenner Conveyors' Green Series toolkit is the Yeloroll-HD. Engineered by Conveyor Products and Solutions – a company Fenner Conveyors acquired in 2022 – Yeloroll-HD rollers are 40 per cent lighter than equivalent steel idlers.

Key to the product's efficiency is its composite shell, making it belt-friendly, corrosion- and impact-resistant, and lightweight.

"We've been specialising in high-performance composite conveyor rollers for over 20 years," Conveyor Products and Solutions general manager of engineering operations Warren Sexton told Australian Mining.

"As conveyor loads go up, you require larger bearings and an increased diameter of your rollers to keep material moving efficiently.

"But both of those increase the mass of your rollers significantly. For large surface operations, these rollers are typically over 40kg each.

"We're able to reduce that weight by 30 per cent, sometimes up to 50 per cent, by using these composite materials. You end up getting better performance with lower energy consumption."

The Yeloroll-HD rollers are belt-friendly, removing the risk of ripping associated with typical steel idlers.

"Particularly in long conveyor operations, there's a significant risk to the customer that if one of the units fails and puts a rip in the belt, you're going to destroy millions of dollars of material," Sexton said.

Owing to the light weight, Yeloroll-HD idlers can be transported with significantly less fuel burn than steel.

The rollers also operate quietly, minimising noise impacts on workers and the environment. This also helps mine sites with noise restrictions keep running at higher tonnage rates than permissible with typical steel idlers.

Yeloroll-HD is best used in tandem with PowerSaver. The two products come together to create a paragon in overland conveyor systems.

Briggs said that the PowerSaver compound, while system-agnostic, is being developed to be optimised for Yeloroll-HD idlers.

"We can bring these products together to show our customers exactly how much they'll be saving on power and carbon emissions," Briggs said.

A lot of work is being done at Fenner Conveyors to design products that help customers reduce their environmental footprint and decarbonise manufacturing in the process.

"PowerSaver and Yeloroll-HD are only the start," Briggs said. "We are so fortunate to have some of the best brains in the industry within the Fenner group in Australia and look forward to sharing more innovations in the pipeline with our customers.

"With sustainability, we aren't about short-term wins. We're about making an impact."



SEPTEMBER



REPURPOSED TRAILER FOR INNOVATIVE BARRICADING SOLUTION



FENNER CONVEYORS BELT TEAM MAKE A DIFFERENCE FOR RIO TINTO'S DAMPIER PORTS.

Barricading gates have potential to injure the hands and fingers of people who load and unload them in order to barricade work areas.

These gates are also susceptible to blowing over once erected, diminishing their effectiveness as barricading. Gates are heavy, very labour intensive and difficult to load into trailers and utilities before after their use.

Fenner Conveyors' field service team, embedded at Rio Tinto's Dampier Ports site, saw an opportunity to implement an innovative solution to make a difference to workplace safety on-site.

The Belt team found and cleaned up an old water transport trailer, that they were able to repaint and repurpose as a barricading trailer, fitting it out with cones and tiger tails.

The tailer barricading system eliminated pinch points, and as a result, hand and finger injury risk was significantly reduced.

The cones are lighter-weight, neater, and easier



to use, whilst also providing a more stable barricading system in the Pilbara weather.

Both the cones and reflective tape are much easier to see, enhancing visibility for day and night operations.

With this project, the Fenner Conveyors Belt Team demonstrated a commitment to safety and innovation, contributing to a safer work environment and more effective barricading practices. As a result, Fenner Conveyors was awarded the 'Make a Difference' (MAD) Award by Rio Tinto.

Superintendent Cranes and Belt, Durand Bembridge, said "Instead of using traditional barricading and tape that degrades and blows around site, the team now use large cones with plastic extendable red and white fixed barricading."

"This makes for a much neater, tidier solution, and has made a significant reduction to manual handling risks onsite."





SITES ACROSS AUSTRALIA GO DIGITAL WITH IBELT CONVEYOR TECHNOLOGY

2023 HAS BEEN A BUSY AND EXCITING YEAR FOR FENNER CONVEYORS' IBELT TECHNOLOGIES, SEEING EXPONENTIAL GROWTH WITH SITE UPTAKE ACROSS AUSTRALIA.

Conveyor Technology Manager, Sam Wiffen, said "With over 1000 conveyors set-up in DigitalHub, our data has had exponential growth."

In 2023, over 5000 digital inspections using DigitalHub have been completed. This is alongside over 600 Belt Thickness Tests



including regular scanning using our Mobile BeltGauge units. Multiple CordScan and RipSaver units have been supplied and the business successfully commissioned its first BeltTag unit in Queensland.

On the development front, Fenner Conveyors continues to invest in digitalisation and conveyor technology with the completion of significant improvements to the iBelt technologies in 2023.

"New features have been added to our iBelt's DigitalHub solution including Belt Mapping and Quality Tasks, adding more value to our subscribing customers and users."

"As our technologies continue to expand, we look forward to 2024 where we use these solutions even more to transform into a data-driven company."





SEPTEMBER

ONE MICHELIN GROUP AUSTRALIA LAUNCHES RECONCILIATION ACTION PLAN

IN SEPTEMBER 2023, ONE MICHELIN GROUP AUSTRALIA LAUNCHED ITS 'REFLECT' RECONCILIATION ACTION PLAN (RAP) TO SUPPORT NATIONAL MOVEMENT TOWARDS RECONCILIATION FOCUSING ON THE COMMUNITIES IN WHICH WE OPERATE.

The Reflect RAP is a strategic document that outlines the Group's vision, commitments, and actions to contribute to reconciliation in Australia. It aligns with the five dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity and historical acceptance.

The RAP was developed by a Working Group of employees from different business units and geographic locations, with guidance from Reconciliation Australia and Group stakeholders. It was officially endorsed by Reconciliation Australia in September 2023.

One Michelin Group Australia is made up of Michelin Australia, Fenner Conveyors, Hallite, Klinge and Bearcat – a group of businesses supplying advanced polymer technology solutions.

The Group's RAP commitments will evolve around four key areas of reconciliation action: Respect, Relationships, Opportunities and Governance. Some of the primary deliverables that will be actioned include:

- Developing and implementing a cultural awareness training program for all employees
- Supporting Aboriginal and Torres Strait Islander communities through partnerships, sponsorships and donations



- Developing and implementing an Aboriginal and Torres Strait Islander employment strategy and procurement policy
- Celebrating and participating in cultural events such as National Reconciliation Week and NAIDOC Week
- Further establishing the Working Group for the implementation and evaluation of RAP progress

The RAP is a living document that will be monitored, evaluated and grown to reflect the progress and achievements of the Group. It will also be communicated internally and externally to raise awareness and engagement among employees, customers, shareholders, suppliers and partners.

RAP Sponsor and Chairperson of the One Michelin Group Australia Board, David Landgren, said the launch of the Reflect RAP was a milestone for the Group and a demonstration of its commitment to social responsibility.

"I am delighted to present the One Michelin Group Australia's first Reconciliation Action Plan (RAP), the first such document produced by our group of companies and an important step in our broader goal of nation-wide reconciliation."

"This is a reflection our Group's values, centring around 'Respect for People', and building on our commitments to diversity and inclusion across the Group."

Over the years, One Michelin Group Australia has set a strong foundation for diversity and inclusion through partnerships and engagement activities.

Now, the Group is confident to expand this foundation into a formal commitment to reconciliations, bringing together all Michelin group entities operating in Australia.

Central to all businesses within the Michelin group is sustainable mobility – whether with tyres, around tyres or beyond tyres. Sustainability for the Michelin group is defined as the balanced development of People, Profit and the Planet, and in terms of 'People', this means development, commitment, safety, inclusion and diversity in all its forms.

"The OMGA Reconciliation Action Plan will guide us to collectively act with respect and integrity for our First Nations colleagues, clients, and stakeholders; and to increase economic equity and support self-determination of First Australians by opening up relationships and opportunities within our industries and communities," said Landgren.

"We believe that by learning from and working together with Aboriginal and Torres Strait Islander peoples, we can create a better way forward for everyone."

Reconciliation Australia's CEO, Ms. Karen Mundine, congratulated One Michelin Group Australia on its RAP and welcomed it to the network of more than 2,200 organisations that have formally committed to reconciliation through the RAP program.

"One Michelin Group Australia's RAP represents a genuine dedication to advancing reconciliation in Australia. By implementing this RAP, One Michelin Group Australia will be able to create meaningful opportunities for Aboriginal and Torres Strait Islander peoples to participate in and benefit from its core business activities," said Mundine.

"I commend One Michelin Group Australia for taking this important step and look forward to seeing its positive impact."







OCTOBER

FENNER CONVEYORS BREAKS GROUND ON K-MIX PROJECT

FENNER CONVEYORS, LEADING MANUFACTURER OF CONVEYOR BELTS AND RUBBER COMPOUND PRODUCTS, HAS ANNOUNCED THE START OF CONSTRUCTION FOR THE 'K-MIX' PROJECT AT ITS KWINANA FACILITY IN WESTERN AUSTRALIA.

The K-Mix Project is an expansion at the same site as its steel cord conveyor belt factory and will house a new rubber mixing plant. The project is expected to create over 40 local jobs, boost the company's manufacturing capability, streamline its supply chains, and support its goal of decarbonising manufacturing.

The K-Mix Project is part of Fenner Conveyors' allsustainable vision as part of the Michelin Group, which aims to reduce environmental impact and enhance social responsibility. The company has committed to using renewable energy sources, recycling materials, and minimising waste in its operations.

General Manager of Manufacturing, Hong Koh, said "The K-Mix Project is not just a project; it is a commitment to our employees, our customers and stakeholders, and the planet.

"It embodies what we stand for as a business — innovation, sustainability, and the relentless pursuit of excellence."

Construction of the rubber mixing plant is expected to be completed by the end of 2024.



OCTOBER

CPS INTRODUCE NEW PULLEY & FABRICATION FACILITY

THE CONVEYOR PRODUCTS & SOLUTIONS (CPS) TEAM SHOWCASED ITS ONGOING INVESTMENT IN AUSTRALIAN CONVEYOR MANUFACTURING - A STATE-OF-THE-ART PULLEY AND FABRICATION FACILITY IN BAYSWATER, WESTERN AUSTRALIA.

Clients, partners and industry stakeholders visited the new facility to witness the latest in conveyor manufacturing technology.

The day kicked off with CPS National Sales Manager, Travis Lewis, welcoming guests. "This day is all about a sense of community and collaboration. We want to provide you with an exclusive behind-the-scenes look into what makes us...us!"

From there General Manager - Operations, Warren Sexton, provided a glimpse into the company's journey and where it's headed in the future. "Reflection offers important perspective. When you look back you can really appreciate how far you have come."

CPS embarked on its journey back in 2003 in a modest workshop in Welshpool, Perth, introducing the first composite roller to market. Fast forward to today, 20 years later, and CPS has evolved into a world-class leader in innovative conveyor technology and fabrication.





CPS' Pulley Division was established in 2018 to meet the growing demand for high-quality and reliable pulleys in the mining industry. Since then, CPS have expanded operations to a dedicated facility that can produce custom-made pulleys and fabrication products to suit any application.

CPS pulleys are designed and manufactured to the same exacting standards as the business' industry-leading roller products, which have been proven to reduce conveyor downtime, maintenance costs, and energy consumption.

"Our focus for pulleys and fabrication products was always to replicate the same methodology as our roller products; reliability and performance is key - everything else is a secondary consideration," said Sexton.

"This event was an opportunity to demonstrate this to our customers and convey how CPS can take their business into new fields of reliability, enabling plants, mines and conveyors to run faster for longer." From the current premises in Bayswater, CPS are producing over 300 pulleys per year and north of 3,500 aftermarket idler frames per year. "Within the next 12 months, further investments into additional automation equipment and new technologies will allow us to expand this output significantly," explained Lewis.

"We focus on smart, efficient investments. We deploy our resources where maximum value can be added to our own people, our customers and our operations."

CPS are proud of what has been achieved to-date but are not complacent. "We are always looking for ways to improve our products, processes, and services. We value the feedback and input from our customers, as they help us to understand their needs and challenges better, which is why we were thrilled to host some of our customers at the facility," said Lewis.

The event also marked the introduction of Max Herscovitz as the new CPS General Manager – someone who has been a driving force behind CPS' international success and embodies the business' dedication to delivering quality products.

"At CPS, we are more than just a supplier of worldclass conveyor components. We are a community of innovators, problem-solvers, and collaborators who are committed to delivering the best solutions for our customers," said Herscovitz.

"Our growth over the years is only possible because of the amazing people we employ here at CPS. Each person brings a wealth of industry knowledge to our engineering, quality and manufacturing expertise – together, the collective intelligence across the business is second to none and that is the secret to our success."







The CPS team also shared ambitious future plans, emphasising their shared goals with Fenner Conveyors.

"As most of you are aware, Fenner Conveyors, part of One Michelin Group Australia, acquired CPS in July 2022. Combining capabilities in Australia, with our aligned commitment to quality and local manufacturing, has supported both businesses to enhance value and sustainable outcomes for customers," explained Herscovitz.

"Ultimately our goal is to deliver the highest quality conveyor pulleys and fabrication products at a competitive price. This combined with Fenner Conveyors' belting, conveyor system design, performance monitoring technology and field services network, allows us to deliver unrivalled sustainable value and supports us on our drive to be the lowest total-cost-of-ownership supplier on the market."



OCTOBER

DELIVERING MAVIS DOWNS: ANOTHER COMPLETE CONVEYOR SOLUTION UNDERWAY

FENNER **CONVEYORS'** ENGINEERING **DIVISION.** AUSTRALIAN CONVEYOR ENGINEERING (ACE), HAS MADE SIGNIFICANT **PROGRESS** ON THE DELIVERY **OF A COMPREHENSIVE CONVEYOR SOLUTION TO PIMS GROUP'S MAVIS DOWNS MINE.**

Mavis Downs Mine is located between Moranbah and Coppabella at the existing Millennium Mine complex, approximately 170km West of Fenner Conveyors' Paget facility. The mine has been designed to produce 1.2MTPA of high quality PCI and coking coal for the export market, utilising 'Bord and Pillar' mining methods.

The project brief involves the design, supply and commissioning a 1050mm wide conveyor system capable of handling 800 TPH of ROM Coal.

ACE were successfully awarded the \$5.9 million contract in March 2022 by PIMS Mining Pty Ltd





to supply three Caddy conveyors, three Caddy Junior conveyors and one Radial Stacker.

Senior Mechanical Engineer, Juan Cacdac, said, "We have gained invaluable experience working with a new client on - bord and pillar operation in the Bowen Basin. We have delivered a number of Long-wall Main-gate and Trunk systems in the past, so it has been refreshing to have a different set of challenges to design equipment for."

With the project spanning over 21 months to-date, ACE was able to identify ways to support PIMS Group with added-value opportunities, such as the supply of additional infrastructure to suit site conditions.



Due to geological variations, ACE also worked closely with the client to provide ongoing engineering support during installation.

Project Manager, Tim Gray said, "We had the opportunity to adapt our standard conveyor systems to a unique environment allowing us to showcase the versatility of the equipment whilst providing opportunities to add value by providing site-specific engineered solutions.

The projectis a perfect example of the inter-company collaboration within the Fenner Conveyors Group. ACE's Mackay team managed the conveyor design and supply. Fenner Conveyors manufactured the solid woven PVC Conveyor Belt out of its factory in Revesby, New South Wales, and supplied splicing and mechanical crews to support belt installation. Part of the Conveyor Roller supply were delivered from the ACE Idler Plant in Brisbane, Queensland. Fenner Conveyors' service teams completed the commissioning of the conveyor system and are carrying out ongoing support and maintenance of the mechanical systems now the equipment is in operation.

"Engaging the Fenner Conveyors Group provides the best outcomes for our clients because we are able to cohesively manage the project from concept through to commissioning." explained Gray.

"As a Group we bring more experience and better project efficiency."

To date the three Caddy Juniors, Radial Stacker, and two of the three Caddy systems have been delivered. Supply of the final conveyor is planned for December this year, with PIMS Group's installation schedule continuing into 2024. ACE's site service team will provide support during conveyor installation and commissioning.





DARE TO BECOME

NOVEMBER

PSYCHOSOCIAL SAFETY IN THE WORKPLACE: RESPECTFUL BEHAVIOURS WORKSHOPS

Over a 12 month period, General Manager - Training, Amy Helm, represented Fenner Conveyors alongside other major contracting partners on a Working Group for Respectful Behaviours and Psychosocial Safety, led by the Roy Hill leadership team

The Working Group was established to focus on the responsibility of employers to better prevent and respond to sexual harassment in the workplace, and provide leadership and innovation in addressing this complex and difficult issue.

One of the actions developed by the Working Group was a training program for site-based teams and leaders on Respectful Behaviours. To roll-out this program, Fenner Conveyors initiated training workshops with personnel, led by People & Culture and Service leaders.

To-date, Fenner Conveyors have rolled-out the training with approximately 100 team members across sites in Western Australia.

"It's been a fulfilling experience to see the level of engagement with teams when talking about the importance of keeping each other safe, and always acting with respect."

"Our wonderful service crews have been highly supportive of this initiative, overall helping us uphold Respectful Behaviours and Psychosocial Safety in the workplace."





NOVEMBER

QUALITY-ASSURED PULLEYS ROLLING OUT OF NEW CLEAN ROOM IN MACKAY

FENNER CONVEYORS HAS INSTALLED AN INDUSTRY-LEADINGCLEAN ROOMFORTHE MANUFACTURE AND REFURBISHMENT OF CONVEYOR PULLEYS AT ITS ACE WORKSHOP IN MACKAY.

It's a widely accepted industry-standard that conveyor pulley bearings should be fitted in a controlled environment.

While maintenance is important to prolong the performance of your assets, once a pulley is installed on-site, Fenner Conveyors as the supplier have limited visibility for condition monitoring (that is unless our iBelt technologies are installed on the system – hint, hint, nudge, nudge).

That's why from a manufacturing point of view installation is crucial, and the best way to ensure quality is to provide a contaminant-free environment that is temperature and humiditycontrolled.

The new clean room, located within the Mackay workshop, provides a highly controlled environment, reducing the chance of contaminants in bearings and housings. This results in high-quality, engineered pulleys that deliver improved reliability for the productivity and success of mining and industrial conveyors.

Bearings are a precise and critical element to each pulley. Being made of a conductive material, bearings are at risk of expanding or shrinking with changing temperatures – something unavoidable in the Australian climate - if they are not stored in a controlled environment. This impacts the geometry of the



bearing, increasing the likelihood of a bearing failing once installed on site.

When a bearing fails, numerous issues occur – the most high-risk being that it falls out of the structure, or generates heat and friction potentially leading to fires.

A failure causes vibrations on the system which sites usually pick up in VA monitoring. At this point, sites need to replace the entire pulley, which involves stopping the entire conveyor, slacking the belt to remove and replace the pulley, followed by re-pulling, re-tensioning and checking belt tracking – overall an expensive exercise requiring one-day of downtime minimum (often more).

Pulley Project Coordinator, Dylan White, said the severity of these consequences is well recognised by ACE, which is why the team has invested in designing this designated clean room facility.

"As soon as we receive bearings they are



placed into storage within the clean room and marked with pulley ID, job number etc. This means from the time they arrive at our workshop we eliminate exposure to any outside potential contaminants, as well as reducing fluctuation in temperature or humidity."

The new clean room for pulley manufacture and refurbishment is an additional \$150k investment to the already state-of-the-art facility for conveyor solutions in Australia. Fenner Conveyors and ACE moved into the 21500 sq m East-Coast hub at Farrellys Rd, Paget in 2020. The facility was commissioned to facilitate the growing field service and engineering businesses from one location.

Pulley Manager, Tony Hackett, said the commitment to quality through this investment in clean room facilities separates ACE conveyor products from the competition.

"Nobody else is going to these lengths to ensure pulley longevity. Our clean room is a permanent structure with over 120 square metres for practical and efficient manufacturing."

"No matter the size of the pulley, every single one is prepared in the clean room. We really committed to doing it properly."

There are five pulley bays within the clean room – each measuring 24 sq m and equipped with all the tools required, including a one tonne chain block to lift pulley housing into place safely and accurately.

ACE Pulley Technical Lead, Jaswinder Chopra, said the space was designed with improved efficiencies in-mind for the workshop team.

"By implementing a 5S technique, the facility is facilitating an ergonomic flow throughout the manufacturing process. Each station is set up with the process in mind – once the pulley is finished at station A, it moves to station B, and so on."

The ACE team can produce pulleys weighing up to 16 tonnes with more than four-metrelong dual drives, emphasising the breadth of capability ACE can deliver with this new, designated space.

Another consideration for ACE when designing the purpose-built facility, was the benefits of having pulley manufacturing and testing areas in close proximity. The clean room sits alongside ACE's loaded run up machine within the Mackay workshop. Ease of movement for equipment between both designated areas adds to the level of efficiency and control ACE hold over QA testing.

Overall, providing this level of quality assurance is elevating industry standards. Pulleys prepared in controlled environments, paired with loaded run-up testing, ensures pulley longevity is warranted.

With all these things in place ACE can reduce the risk of premature failure in bearings.

"We'd like to assure customers and future customers that pulleys will be built to the top specifications, without any compromise in quality. We are investing in innovation for the development of the best technologies and manufacturing techniques," said Chopra.

Fenner Conveyors has been servicing the East Coast for almost 50 years. This additional investment at the Mackay location supports Fenner Conveyors' ambitions to expand its pulley offering through ACE nationally and surpass market expectations.

"We care about the customer, not the competition; our utmost focus is to safely supply the best product to the customer."





DECEMBER

CPS LATAM CELEBRATES REMARKABLE GROWTH IN 2023

CPS LATAM HAS REPORTED A YEAR OF SUBSTANTIAL GROWTH AND STRATEGIC ACHIEVEMENTS IN 2023, MARKED BY KEY EXPANSIONS, COLLABORATIVE VENTURES, AND INCREASED MARKET PRESENCE IN CHILE, PERU, AND PANAMA.

The inauguration of a new CPS distribution centre in Santiago signifies CPS LATAM's commitment to enhancing its logistical capabilities. The company has also engaged in promising discussions with Michelin Group entities to explore potential synergies.

CPS LATAM actively participated in major mining shows, including Perumin Arequipa and Expomin Santiago, showcasing its innovative product offering.



Moreover, CPS LATAM experienced a notable increase in market share in Chile. In 2023, the company grew its customer base by 100% and initiated two site trials, aiming to further increase its footprint in 2024.

In Peru, CPS LATAM celebrated its first full year of operations. From two small clients in 2022,

the company expanded its reach to seven major copper producers in 2023.

For two of the world's largest copper producers, significant technical validation was approved from site trials. CPS LATAM also initiated additional site trials with four major customers to pave the way for opportunities in 2024.

CPS LATAM also secured and efficiently delivered an expansion screen-house project and tie-in supply for a pit customer, demonstrating CPS' capacity to execute and deliver complex projects.

CPS LATAM's achievements in 2023 reflect its commitment to innovation, strategic partnerships, and client satisfaction; positioning the company for continued success in the region. As CPS LATAM continues to expand its presence and deliver innovative solutions, the company looks forward to another year of dynamic growth and strategic partnerships in 2024.







THROUGHOUT 2023, OUR TEAM MEMBERS CONNECTED WITH AND SUPPORTED OUR COMMUNITIES, FINDING MEANINGFUL WAYS TO GIVE TO THOSE IN NEED.

Brent Connelly from the Somersby team participated in the annual Coast Shelter Sleepout on behalf of Fenner Conveyors.

Individually, Connelly raised over \$2,700, contributing to the initiative's fundraising record of \$235,148 for the homeless.

The transformative event is aimed at raising awareness and funds to support people experiencing homelessness and domestic violence on the Central Coast of NSW.

"Overnight it got to almost 1° and I was one of the few people sleeping in a sleeping-bag alone - not a swag. This was intentional - I wanted to experience what so many people unfortunately endure for countless nights in the Central Coast region," said Connelly.

"There is so much that goes on in our communities that we don't see. Coming out of this experience it makes you want to do more to help out people in need; where we can do better as humans to help others and not judge what people are going through."

Funds raised enable Coast Shelter to continue empowering people to break the cycle of homelessness and rebuild their lives.

Connelly has committed with other upcoming initiatives like the end-of-year Christmas dinner and gift collection for those struggling in the community.



Various other fundraising initiatives took place within teams across Australia, with a focus on opportunities to support community whilst team building and positively contributing to employee mental health and wellbeing. Examples include participation in the Bay to Bay Running Festival and the Mackay Marina Run.



MENTAL HEALTH & WELLBEING PORTAL

In line with our commitment to prioritising health at work and at home, we created and launched our Mental Health and Wellbeing Portal! The portal provides our people easy access to important contacts, including our Employee Assistance Program (EAP), external support networks, as well as information and learning materials that can assist employees and their loved ones no matter where they are on their well-being journey!

MICHELIN EXPERIENCE

SUSTAINABILITY NETWORKS CONFERENCE

In October, Amelia represented Fenner Conveyors at Michelin's Sustainability Networks Conference in France. With over 50 attendees from Michelin and beyond, the event highlighted collaborative efforts driving sustainability initiatives.

Insight into Michelin's Corporate Foundation underscored the holistic approach to corporate responsibility.

A tour of Michelin's 'Glasshouse' showcased the Group commitment to sustainable practices. Amelia explored the world of rubber trees and exotic plants, emphasising the connection between agriculture, industry, and environmental responsibility.

A visit to Ferme De Sarlieve Visit revealed Michelin's commendable efforts in addressing local food sovereignty and ecological challenges, emphasising the importance of grassroots initiatives in fostering sustainability.

"Participating in this conference was more than educational; it was a catalyst for building connections, leveraging progress, and gaining insights that will shape our sustainable initiatives for future."

WORLD COUNCIL

Two team members, Kieara and Nathan, were selected to represent Australia at the Michelin World Council. The council was set up as an international body to establish open, constructive and social dialog at a global level.

In 2023, Kieara and Nathan attended a 2-day meeting at Michelin headquarters in Clermont-Ferrand in France.

"So much incredible information and knowledge was delivered to us. I can't wait to do it all again next year."











The Technology conference is an Annual in person collaboration between Fenner Australia, North and South America and the Netherlands, in conjunction with the Michelin R&D team in France.

In 2023, the conference was held at the Michelin R&D centre in Ladoux, providing an eye-opening experience for attendees to witness the advanced facilities which are enabling the Michelin Group to support R&D happening within 'Beyond tires' and in our case the Conveyor industry.

> "The knowledge, experience and history the Michelin team hold around analysing Abrasion Wear and Low Rolling Resistant properties, and Finite Element Analysis (FEA) associated with rubber is outstanding."

Bringing together associate team members from around the globe allows for a much more collaborative approach across the Michelin group.

LA SESSION

Later in the year, Mark and Glenn also travelled to Michelin headquarters for the annual, prestigious La-Session Program. This program brings together over 170 people from 35 different nations to work and learn collectively over an intensive three-week period.

The focus was or participants to increase understanding of the Michelin Group, learn about working in an international environment, and develop core leadership competencies. La-Session included several inspiring conference sessions from leaders within Michelin, and group research projects.

"Michelin's beyond tyres business stream is a huge focus point for the future and will open up many opportunities for team members within the Fenner Conveyors group in the future."

"WORKPLACE CULTURE AND EMPLOYEE ENGAGEMENT ARE ABSOLUTELY AT THE CORE OF EVERYTHING MICHELIN DOES."















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BELLE BANNE



