

TomagoAluminium

Volume 1 / 2019

Anews



REWARDING SAFETY

**TOMAGO WINS WHS
BUSINESS OF THE YEAR**

**TRACKING
BUSINESS SAVINGS**
FOCUSING ON COST & WASTE REDUCTION

**INVESTING IN
THE FUTURE**
BALANCING EQUIPMENT CONDITION,
MANAGEMENT AND COST



CONTENTS

CEO Message 3

FEATURE STORY

REWARDING SAFETY 4

Billet Production Turnaround Times	6
Investing in the Future	7
Alf Barrios Visit	8
Equipment Reliability Over Summer	10
Innovation in Carbon	12
TAC Heroes	13
Supporting the Next Generation	14
Tracking Business Savings	15
One BIG Happy Family	16
Soldier On	17
Saving Lives	18
Toy Story	19
Farewell Steve McIntyre	20
International Women's Day	21
Giving Back	22
Celebrating Years of Service	Inside Back Cover
Key Performance Indicators	Back Cover



CEO MESSAGE

Matt Howell
Chief Executive Officer

COLLEAGUES, WELCOME TO THIS EDITION OF TAC NEWS.

Well, it's certainly been another long, hot summer and I want to take this opportunity to thank everyone for taking care of each other and our business.

The theme of taking care of each other has really been a successful one and I am very proud to say that our ongoing safety initiative of 'Mates Looking After Mates' has not only had broad support on-site but has also resonated in the community.

At the recent 2019 Hunter Safety Awards, which recognises local businesses that have demonstrated innovation and best practice approaches to workplace health and safety, Tomago Aluminium took-out the major award, the prestigious 'Gold Safety Helmet'.

We have to date achieved more than one million working hours without a serious or significant on-site injury and it is programs like 'Mates Looking After Mates' and our 'Coming Home' short video that helps achieve that.

The 'Gold Safety Helmet' is an award for every single person at Tomago and we should all be proud of what we have achieved as a team.

Like all successful businesses we here at Tomago are constantly mindful of our operating costs and the need to keep them under control.

Last year we identified some areas where money could be saved and this year our focus will be on reducing costs through managing waste reduction and we have already had a good start to the year with some innovative approaches across the site.

The F3 Shot Blaster in the Rod Shop, which cleans bath from the anodes, has been overhauled to clean anodes to a higher standard. A side benefit of that is the recovery of several hundred kilograms of shot from the floor which makes a safer working environment and saves at least \$25,000 a year in steel shot waste.

Improved maintenance schedules on the Pot Tending Assemblies has cut breakdown calls and the downtime that comes as a result. A five-year management plan has also been put in place to extend equipment life in the High Voltage Switchyard.

We have also brought industry consultancy Aquila onboard to help implement sustainable cost saving strategies and help us foster a culture of continuous improvement that will reduce ongoing costs.

I would like to take this opportunity to welcome Kellie Parker to our Board. Kellie's appointment was made official by Rio Tinto Aluminium's CEO, Alf Barrios, when he visited Tomago in February.

Kellie's career with Rio Tinto started in 2001 and she joined the Rio Tinto Aluminium business in August last year. She was appointed Managing Director of Rio Tinto's Pacific Operations in January following the reintegration of Pacific Aluminium with Rio Tinto and also takes a seat on the Tomago Board.

Finally, it is with a degree of sadness that we will be saying goodbye to Tomago's Chief Financial Officer, Steve McIntyre, who is leaving us after eight years.

Steve started at Tomago in 2011 when he took on the role of CFO and also acted as Tomago's Company Secretary as well as Business Services Manager.

In his eight years with us he has been instrumental in turning the business around and helping to implement plans that led to the smelter running more smoothly and achieving much higher production levels which eventually saw production output rising by some 50,000 tonnes a year.

So farewell, Steve, and I hope you enjoy your break and your efforts to improve your golf handicap.

I hope you enjoy this edition of TAC News and let me say thanks, once again, to everyone for the continued support and wonderful effort put in to help us meet our challenges.

Matt



REWARDING SAFETY

TOMAGO ALUMINIUM CAN JUSTIFIABLY PAT ITSELF ON THE BACK AFTER CARRYING-OFF THE REGION'S MOST PRESTIGIOUS SAFETY AWARD, THE 'GOLD SAFETY HELMET', AT THE RECENT 2019 HUNTER SAFETY AWARDS.



Winners are grinners: L-R: Hunter Safety Awards founder Sarah-Jane Dunford with Tomago employees – Nat Godwin, Anthony Cook, Neil Lindus, Kate Brown, Nick Landrigan, Neil Morgan, Sarah Page, Steve Blundell, Greg McLoughney, Simon Treyvaud, Simon Mitchell and Len McLachlan from AGL.



The awards recognise Hunter businesses which have demonstrated best practice and innovative approaches to workplace health and safety over the past year.

Hunter Safety Awards founder Sarah-Jane Dunford said Tomago Aluminium's ingrained workplace health and safety principles made it a stand-out leader with an enviable safety record.

Focusing on Tomago's 'Mates Looking After Mates' workplace health and safety program, Ms Dunford said the sense of community and the shared commitment within Tomago's workforce is testament to the company recently achieving one million working hours without a serious or significant on-site injury.

Tomago People, Safety and Environment Manager, Simon Mitchell, says that with more than 1,000 employees and contractors on-site the company is constantly looking at ways of improving safety systems and processes.

"Our first 'Mates Looking After Mates' program was rolled-out in 2015 with the aim of changing mindsets," Simon said. "The development of a second, powerful video titled 'Coming Home', featuring former and current Tomago employees involved in workplace incidents, was central to the continued roll-out of the program," he added.

Simon said the stories told in 'Coming Home' were real and emotional, allowing the training program to show the ramifications of a workplace incident and help workers recognise the power they have to prevent injuries to others.

"We wanted to show what happens and how that affects the lives of employees, their families and friends."

Simon says the 'Gold Safety Helmet' win is the culmination of between three and five years' work but adds that, while the win was great recognition for Tomago's efforts, it was not the goal.

"Getting the award was not the goal but it does serve as recognition of the work we have done so far," he said, adding that the company is always trying to find ways to improve.

"What we focused on over the last two to five years was finding ways to engage the hearts and minds of employees and the way we did that was through storytelling and the lessons we can learn from our past here at Tomago.

Speaking about the 'Coming Home' program, Simon says with some pride that it was not a Safety Department-led program but an initiative led by people off the floor, a program led by employees for employees.

Referencing the continuing task of making the Tomago site as safe as it can possibly be, Simon said: "I am grateful to work with the people at Tomago and to be part of a business that strives to ensure our employees go home safely to their families each day".



“
Tomago Aluminium's ingrained workplace health and safety principles made it a stand-out leader with an enviable safety record.
Hunter Safety Awards founder Sarah-Jane Dunford.
”



“
There were no engineering
modifications to the
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”

Scott Hatton

BILLET PRODUCTION TURNAROUND TIME

ALL OF US HAVE WISHED FOR EXTRA TIME IN OUR DAY, USUALLY WITHOUT SUCCESS. IN THE CASTHOUSE THOUGH THE BILLET-CASTING TEAM SEEMS TO HAVE ACHIEVED THE IMPOSSIBLE.

By carefully working through the billet casting process turnaround time, that period between the end of one casting process and the start of the next has, in just over three years, been cut from 112 minutes in 2015 to 75 minutes.

That's a staggering 37 minutes cut from each cast and what that means in real terms, according to Casthouse Process Engineer Scott Hatton, is that Casthouse production has risen from seven casts "on a good day" to 10 casts routinely.

"It required a lot of discipline," Scott said. "The teams that were most successful at achieving time savings were those whose members did set tasks. There were no engineering modifications to the equipment, it was just a case of the guys working smarter."

As well as faster billet production, the Casthouse has also benefitted from a new \$1-million 98-strand billet-casting

table, which replaces the existing 72-strand table for casting 152 to 178mm-diameter billets.

In real terms that means an extra 26 billets per pour, a 30 per cent increase in output, lifting annual production from 75,000 tonnes to 85,000 tonnes with 95,000 tonnes the eventual goal.

The 98-strand table, which took two years to make from the approval stage to the operational stage, went live in December last year.

Despite the arrival of the new table, the 72-strand table will not be phased-out and is still being used for casting the larger 203mm to 230mm billets.

The 98-strand table is, says Scott, "as big as it gets."

"The 98-strand table is the capacity limit. We can't go any bigger than that because of the physical dimensions of the space it has to fit into."



INVESTING IN THE FUTURE

BALANCING EQUIPMENT CONDITION, MANAGEMENT AND COST REQUIRES MORE THAN A CRYSTAL BALL.

A team of highly skilled plant and project leaders work alongside Senior Project Engineer Simon Gaynor to develop a five-year strategic plan. They manage several projects whose key elements are high voltage risk reduction, productivity improvements, automation, power efficiency, growth and investment to sustain operations.

Simon says that, given the age of the plant, high voltage risk reduction is a key project.

"That's about trying to extend existing life where possible by refurbishing key assets such as the main regulating transformers and selectively upgrading components of other transformers where control system obsolescence is becoming an unacceptable risk," he said.

"In some ways the high voltage switchyard is like the heart of the smelting process, supplying consistent and reliable power to the Potlines 24/7."

Tomago has an annual capital budget of between \$20 million and \$25 million which might seem generous but becomes a balancing act when trying to meet everyone's expectations.

"In recent years we have probably been spending, on average, \$8 million to \$10 million a year in that area to protect the security of the high voltage assets for the future," he added.

When it comes to mobile fleet management the team has developed a plan to deal with the 275-plus vehicles and 300 cranes, a significant number of assets and all with finite lifespans. Several programs involve replacing worn-out vehicles and getting maximum value from those in use.

Central Group Reliability Engineer, Jason Giddins, has developed a 'health dashboard' to track the mobile fleet's maintenance and lifecycle costs.

"It's a mammoth tool and he's done a fantastic job," Simon said.

"We have never had the data collated and presented in such a useable format before – we can now make decisions based on hard data rather than simply replacing the oldest units."

Simon Gaynor

"We are able to pinpoint which vehicles are incurring higher usage rates and rotate them through other areas, where lower utilisation will allow vehicle life to be extended."

The dashboard can also flag the point at which maintenance costs reach the point at which replacing the asset becomes the best option.

Mobile Fleet also has a central management group responsible for taking a high-level view of the whole site, can see trends emerging and identify problem vehicles that could get lost in the mobile fleet.

By tracking vehicle life and wear rates, the team can best manage the company's assets 'on the ground' while getting an understanding for which types of equipment perform best.

Acknowledging that everything will inevitably wear-out, Simon says the satisfying thing for him is that the company's assets are being maintained within the available budget.

ALF BARRIOS VISIT

TOMAGO ALUMINIUM HAS HAD SOME IMPORTANT VISITORS COME THROUGH THE GATE BUT THE MOST IMPORTANT MUST SURELY BE ALFREDO 'ALF' BARRIOS, RIO TINTO ALUMINIUM'S CHIEF EXECUTIVE OFFICER, WHO MADE HIS FIRST VISIT IN MID-FEBRUARY.



L-R: Gordon Wilson, Simon Mitchell, Alf Barrios, Matt Howell, Andrew Robbins, Mal Muddle and Magali Gendre.

Alf Barrios, a physicist and economist, is recognised globally in the resources field. He worked for some 20 years in the oil industry before being appointed to run Rio Tinto Aluminium, one of the world's biggest aluminium companies, four years ago.

Rio Tinto Aluminium is the second-largest business unit within Rio Tinto and is considered a key contributor to the group's future.

The purpose of Mr Barrios' visit was, said Tomago Aluminium's People, Safety and Environment Manager, Simon Mitchell, to understand Tomago's performance from both the safety and production perspectives.

And, said Simon, he liked what he saw.

"He was really impressed with the level of engagement from everyone he spoke to. Everyone was very warm, friendly and wanted to tell him about their work and how it contributed to the business," Simon said.

"Tomago is classed as a world leader in getting the most out of the technology we are using, some of which has been in use for 35 years," Simon said, adding: "We are achieving more than others on that front."

"He also wanted to see firsthand how we manage safety risks. He was really impressed by improvements made by us, including technology to error-proof the start of the casting process."

"More specifically, it is an electronic pre-start process for our VDC operation in the Casthouse."

"It was a positive visit for us. He came, he saw, he was interested in what we're doing, how we are doing it and why we have been able to achieve our performance improvements," Simon added.

During his Tomago visit Mr Barrios also took the opportunity to announce the reintegration of Pacific Aluminium with Rio Tinto, with Kellie Parker taking-up the position of Managing Director of Pacific Operations with Rio Tinto, also a member of the Tomago Board.

Mr Barrios recently told *Metal Market Magazine* he is forecasting an average four per cent rise in global aluminium consumption over the next five years with most of the increase generated by the transport industry.

"Tomago is classed as a world leader in getting the most out of the technology we are using, some of which has been in use for 35 years."

Simon Mitchell

TOMAGO'S NEWEST BOARD MEMBER, KELLIE PARKER, STARTED WITH RIO TINTO SOME 18 YEARS AGO.



She was appointed managing director of Planning Integration and Assets in January 2016 and joined the Aluminium business in August 2018, accepting the managing directorship of Pacific Operations in January 2019. She was appointed to the Tomago Board soon after.

Kellie wants to bring diversity into the role, introduce new ways of thinking and different ideas on how to break new ground, solve challenges and respond safely, skilfully and sustainably to market changes.

Kellie is, so far, the only female board member in what is perceived as a male-dominated industry but says it is not a focus area for her.

"I do think we have come a long way in what was traditionally a very male-dominated industry (but) there is still progress we need to make."

Her advice to women working in a male-dominated industry is to use their strengths to shape their careers and consider finding a mentor to help build networks, develop skills and help see the bigger picture.

"I've had a number of mentors. One of the key things I have learned from them is to be conscious of your own personal values. That's what guides my decisions and holds me strong to making sure that we look after people and keep people safe."

In her career, Kellie has been involved in some exciting projects that have achieved fantastic results and she has taken great pride in developing the teams behind the outcomes.

"As a manager, you're only ever as strong as the team supporting you. I am looking forward to working alongside high-performing teams in my new role and continuing to achieve great results as one strong, united group."

EQUIPMENT RELIABILITY OVER SUMMER

“

The greatest achievement is that we have been able to work as a collaborative, multi-disciplinary team to improve the standard of the shot blaster unit. ”

Brendan Corr



THE PROBLEM WITH AGEING EQUIPMENT IS THAT, OVER TIME, EVERYONE HAS A GO AT MAKING IT WORK BETTER WITHOUT KNOWING HOW IT SHOULD HAVE WORKED IN THE FIRST PLACE.

Which helps explain why the Rod Shop's F3 Shot Blaster, basically a big steel box in which 0.5mm-diameter steel shot is fired at spent anodes to clean off bath, had been tinkered with for so long it needed an overhaul to make it work properly.

So when it came to improving the efficiency and safety of the Shot Blaster over summer it was not so much a case of going back to the drawing board but more one of hauling-out the 35-year-old manual.

“Essentially, during the anode cleaning process, the Shot Blaster is intent on destroying itself,” says Rod Shop Process Engineer Brendan Corr, flicking through pictures of hardened steel interior plates ripped apart by steel pellets. “So we went back to square one.”

The blaster abrades the sodium-rich bath from the spent anode butts and the target was to reduce its concentration in the baked anode

from above 350 parts per million (ppm) to a maximum 250ppm.

Reducing the sodium content makes the anodes less reactive, increasing their life and reducing dust in the pots. It also helps extend the Bake Oven's wall life, bringing further cost reductions.

The team tasked with the job included, Brendan along with Paul Martin, Darren Gray and Terry Hayes from Rod Shop Maintenance and Business Improvement's Jeremy Ireland.

“Because it's old we need to spend more time on it,” Brendan said, adding that Tomago's boilermakers were now included on the maintenance schedule.

By focusing on the condition and positioning of the Shot Blaster's parts, the team has reduced the amount of shot leaks, giving the Carbon Team a safer working environment.

As part of the overhaul, several hundred kilograms of shot worth almost \$10,000

has been recovered from the floor, Brendan estimating an ongoing monthly reduction of two tonnes, a financial saving equal to at least \$25,000 annually through lower shot consumption.

The refurbished Shot Blaster is now cleaning some 350 anodes per shift to a high standard, easily meeting the Potline's demand for 310 per shift.

“The greatest achievement is that we have been able to work as a collaborative, multi-disciplinary team to improve the standard of the shot blaster unit. This has been and still is a great learning experience and we are having fun along the way as well,” Brendan said.

“ That's the win-win story. ”

For Electrolysis and Substation Maintenance Superintendent Brett Timney the summer maintenance schedule was equally involving.

Traditionally, summer brings an increase in maintenance calls for the Pot Tending Assembly (PTA). Tasked with ensuring the ongoing reliability of the PTA, Brett and his team carried-out a comprehensive maintenance program.

“We need everything to be as reliable as possible,” Brett said. “The cranes are checked regularly for maintenance issues during a four-weekly ‘pit stop’ where everything is given a thorough visual check and lubricated.

“That takes about six hours and requires a fitter and an electrician.

“Every 16 weeks the cranes get a major service that takes 60 hours and requires attention from five or six mechanical trades as well as the electricians.”

Which means that with 23 cranes in service, some of them 30 years old, Tomago's tradespeople are kept very busy.

“At each major maintenance period we find small problems. Wear and tear, tolerances that need adjusting and some kind of damage that needs fixing.”

The summer maintenance schedule also included making compressor valve modifications to reduce the amount of ‘compressor trips’ (unplanned switch-off), a gedge upgrade to stop temperature drift and servicing the cabin air-conditioning units.

The nett result? “Historically we have 80 to 90 maintenance calls a week but this summer that figure dropped to below 60,” Brett said.

But don't think this means the maintenance teams get to rest on their laurels.

“Our KPI target was 60 breakdowns a week and we are now at a target of 50. We'll keep chasing the problems.”



Darren O'Donohue with a masonry drill (right) and his modified 'stud buster' version.



INNOVATION IN CENTRAL WORKSHOP



EVERY NOW AND THEN WE ALL HAVE A 'LIGHTBULB MOMENT', THAT FEW SECONDS IN TIME WHEN A FORGETTABLE DAY TURNS INTO A MEMORABLE ONE.

For Central Workshop's Darren O'Donohue, his 'lightbulb moment' even served as an inspiration for others.

It happened like this: one of the Bath Tapping Vehicles (BTV) was facing ten broken studs. These studs were broken off in between the engine and the launder, which made them difficult to access. Jo Bogie was on day shift and started the job of removing the first two studs before handing over to CWS Fitters, Darren O'Donohue and Steven Kennedy. The job required them to remove the high tensile studs and replace them with new metal rods to hold them together.

Darren and Steven's problem was that one of the studs was seized and no amount of WD-40, heat or swearing was going to make it move.

"When the general methods don't work you drill a small hole and start screwing-in an 'Easy Out' but that didn't work either," Darren recalled.

"When that doesn't work, you have to drill out the stud by hand with a magnetic-base drill, which gives you a mechanical advantage."

That didn't work either and with the problem compounding and the stubborn stud stuck fast, Darren started thinking about the amount of blood, sweat and swearing invested in more than five hours of effort to get precisely nowhere.

"While I was scratching my head at 11pm that night my brain kicked-in and I thought: 'why not use a masonry drill?' Those are designed for cutting through concrete and stone.

"There was one in the supply room so I grabbed it. It was too long for the magnetic-base drill so I cut it, put it in the lathe and turned a shank on it so it would fit into a drill chuck.

"It took me an hour to make it all up and precisely 17 minutes to drill out the stud. Working in situ with this it cut through the stud like a knife through butter and I got the next seven studs out in no time!"

Darren O'Donohue

The upshot of the story? Most of Darren's workmates in Central Workshop are now carrying their very own Darren O'Donohue-inspired 'stud busters'.

And all it took was one lightbulb moment.



TAC HEROES

HERE AT TOMAGO WE HAVE A LOT OF PEOPLE PREPARED TO GO THE EXTRA MILE TO HELP A GOOD CAUSE AND WE LOVE GETTING BEHIND THEM.

We are proud of their efforts and achievements and we take pride in supporting our employees, their charities and the community events that are held to raise money.

At Tomago, our super heroes are the people working alongside us and TAC NEWS would like to introduce you to some of them.

Tony Lewis

MILD-MANNERED Security Officer on-site, hard-working charity fundraiser after hours and possibly, after riding a Honda Postie Bike some 1500 kilometres in six days last November in the Variety Postie Bike Dash, a glutton for punishment.

Tony was among 63 riders who punished themselves and their tough little 110cc bikes over the state's sealed and gravel country roads, between them raising more than \$175,000 for sick, special needs and disadvantaged kids.

What made the Variety Dash even more special for Tony was winning the coveted 'Spirit of the Dash' award, voted on by his fellow Dashers.

He says the award should be cut into small pieces so every rider can share, such is the Dash's camaraderie.

Simon Bowles and Ian Hulse

IF ANYONE SAYS "get on yer bike" to Simon and Ian there is a fair chance they will do just that because right now, the pair are in training for '1000k 4 Kids', a 10-day, 1,000-kilometre charity bicycle ride from Movie World on Queensland's Gold Coast to Newcastle in September, raising money for Camp Quality.

Simon, a Liquid Metals Emissions Supervisor, is a ride newbie and has been in training since October to make sure he is fit enough to ride 100 kilometres a day. He even bought a new bike for the ride.

Operator Ian Hulse is a '1000k 4 Kids' veteran but is not sitting still, getting-

out several kilometres under his wheels each week.

Each rider must find a minimum of \$4000 to enter the ride.

Tracey Shearer

KEEN SWIMMER and Nobby's Surf Club member Tracey is shaping-up as Tomago's very own 'super fish' because she spends a lot of time in the water and the reason is a ripper.

Tracey is swimming laps for Reach Out, an organisation with an online site helping young people who are experiencing mental health issues.

She elected to swim 20 kilometres in March, covering the distance in 10 two-kilometre bursts. That's 40 laps of her local swimming pool, which takes her around 45 minutes.

Tracey, a Technical Officer in the Environmental Laboratory, raised \$550 with help from Tomago employees and Nobby's Surf Club members and friends.

At the end of this month, Tracey will be taking part in the Caves Beach Ocean Swim.

Andrew Thurlow

FACED WITH A MOUNTAIN, you can either turn and walk away or grit your teeth and start climbing.

When faced with the task of helping to raise money - US\$100,00 to be precise - for charity group Build a School to build three schools in three years in Cambodia, Andrew (Rod Shop Improvement Superintendent) and his wife Fiona gritted their teeth and started fundraising.

Chief among the efforts employed to help raise money was a swimathon at Lambton pool which attracted an impressive field with a sizeable number of Tomago employees getting wet for a good cause.

In a real coup, Fiona was able to sign interior design and property styling company Styleness as a major sponsor.

Andrew and Fiona have seen their charity work first-hand, too, visiting one of the schools to help with painting and assembling furniture.

Tim Mason

SELF-CONFESSED 'CAR GUY' and Tomago Operator Tim knows what a 'shltbox' is. He also knows what the Shltbox Rally is and in October, after three years of trying to get a start in one, he and his co-driver Matt Hendler will be on the grid.

"Basically, you have to have a car that costs no more than a thousand dollars. You can put safety gear and good tyres on it but that's about it," he said.

The pair are looking at an old Volvo station wagon for the drive from Melbourne to Townsville via Birdsville, starting on October 9 and finishing 16 days later.

The Shltbox Rally is a bi-annual event dedicated to raising money to support cancer research.

If you would like to support any of these employees and their charities, please contact them directly.



Thomas Boehm and HR Advisor Amanda Gill.

SUPPORTING THE NEXT GENERATION

TOMAGO ALUMINIUM HAS ONCE AGAIN SWUNG ITS SUPPORT BEHIND THE PORT STEPHENS MAYORAL ACADEMIC SCHOLARSHIP PROGRAM WHICH HELPS STUDENTS REALISE THEIR POTENTIAL.

The company has been involved with the Mayoral Scholarship Program since 2013 and this year joined with 13 other local businesses to help youngsters realise their potential.

Between them the 14 businesses awarded a total of \$32,000 which will be shared among 16 students, each getting a \$2000 scholarship to kickstart their tertiary education programs.

This year's Tomago Aluminium scholarship recipient is Thomas Boehm, from Nelson Bay, who has just started a Bachelor of Renewable Energy Engineering degree at The University of Newcastle.

Thomas, 19, who attended Tomaree High School, was selected after an interview process involving several applicants.

"I made a written application and then I had to go for a casual interview with the mayor. That was pretty confronting," he said.

The future renewable energy engineer is grateful to Tomago Aluminium for the financial support given to him.

"I used the money to buy a new laptop computer. It's really essential for what I'm doing."

And what does the future hold for Thomas Boehm?

"I've got a faint idea of one day starting my own engineering business but I plan to stay in education for the foreseeable future."

Port Stephens Mayor, Councillor Ryan Palmer, said businesses investing in the scholarship program were making a big difference to the lives of young people setting-out on the next stage of their academic journeys.

"I want to thank all of our local businesses who have invested in the Mayoral Academic Scholarship Program for their generosity," Cr Palmer said.

"Without them we would not be able to support the aspirations of our young people in this way."

Tomago Aluminium has been a strong supporter of the scholarship program for the past seven years.



L-R: Adriana Badaro, Andrew Rahgel and Nelso Neto from Aquila.



Aquila Director of Operations Marco Costa.

TRACKING BUSINESS SAVINGS

THE GOLDEN RULE OF ANY BUSINESS IS THAT IT MUST MAKE A PROFIT AND WHILE MANY THINK MONEY IS MADE BY SELLING PRODUCT, ADDING VALUE IN ALL AREAS OF BUSINESS OPERATIONS, INCLUDING CUTTING COSTS, ALSO HELPS MEET THE ALL-IMPORTANT BOTTOM LINE.

There are currently four main areas – waste and loss reduction across the plant, value-added products, meeting electrolysis and technical targets and anode quality improvement – that are being looked at to help maximise value for the owners.

"They form the main focus of the plant at the moment," Financial Controller Jacques Cronje said.

"It has been a difficult start to the year but we have been going quite well over the last few weeks and those areas are improving. We've had a bit of a struggle meeting some technical parameters but we've made some specific strategic decisions that have impacted production and we are back on track," he said.

Global consulting company Aquila has been brought onboard to help implement sustainable cost saving strategies.

"We brought them in because they can help implement a continuous improvement culture. It's not a case of just doing something for a month and ripping the guts out of stuff, it's

more about sustaining a methodology to reduce the costs, the run rates, the consumption of units."

Aquila will have two staff permanently on-site until the end of the year to help implement a range of strategies.

"Last year we identified a few areas in which we could save money and this year we are continuing on with that. Currently we've got 24 projects that they have identified where we can add significant value or reduce costs or waste."

At present there is roughly \$22.1 million of potential savings in the system. Some \$17.2 million has been identified as money that can be saved this year alone, with \$4.1 million already saved in the 10 weeks to mid-March.

"We are not haphazardly chasing projects," Jacques said. "Of the 266 actions already undertaken, 205 have been completed with late actions being followed up."

"The business is doing really well with this project, and the support across the site has been exceptional."



The Smyth family L-R: Georgia, Rory, Lauren & Kate Smyth.

ONE BIG, HAPPY, FAMILY

TOMAGO ALUMINIUM IS, QUITE LITERALLY, ONE BIG HAPPY FAMILY.

There are a lot of shared surnames on the Tomago site with husbands and wives, sisters and brothers, fathers and daughters, mothers and sons all 'punching the clock' together each day and Human Resources Officer Keiran Turner couldn't be happier.

"As an example, we have three sisters who work on the site," Keiran said.

"Each one referred the next and we've just had their brother come through the assessment centre. He also works here now so that's the whole family," she said.

"We also have a number of women on-site who have referred their partners and we accommodate their shifts, so they still get to have time together at home. It also means they can work around their childcare requirements."

The Stoneman surname is also a well-known one at Tomago. Logistics Coordinator Paul Stoneman started at the plant 26 years ago and his sons Jack and Daniel have followed-on.

Jack, an instrument fitter, started five years ago and worked his way through the company's apprenticeship system and Daniel, a diesel mechanic by trade, started six months ago as a plant mechanic and works with the Mobile Workshop team.

And, says Paul, a fourth family member has recently joined the team with his brother-in-law signing-on as a Workshop Superintendent.

"Tomago is a good place to work – it's a big family here and my big family is fitting-in quite well," Paul said.

Keiran Turner agrees. "You can have an awesome work-life balance here and the culture is very inclusive.

"We really are one big, happy, family."



L-R: Paul, Daniel and Jack Stoneman.

SOLDIER ON

STEPHEN POTTER IS PUTTING 21 YEARS IN THE MILITARY BEHIND HIM AND SETTLING INTO CIVILIAN LIFE, BRINGING HIS OWN SPECIAL SKILLSET TO TOMAGO ALUMINIUM.

For the first time in a long time, Stephen is looking at the world in a different way and it's a little bit daunting.

"It's like taking that first step from the job that's always been there, like leaving school. You have to sell yourself, talk yourself up," the former Warrant Officer said.

When he did start 'talking himself up' Tomago Aluminium was listening and the long and short of it all is that, in mid-March, Stephen started working as a Casthouse Supervisor.

Stephen and Tomago were introduced to each other through Soldier On, a group working with former military personnel and their families to help secure their futures, helping with employment opportunities and assisting with transitioning skills learned in service into civilian careers.

Tomago Aluminium Human Resources Officer, Keiran Turner, said the company and Stephen crossed paths late last year.

"We came across Stephen in November last year at a Soldier On event where potential employers could meet job candidates. It was our first time partnering with Soldier On and we are very pleased with the outcome," Keiran said.

After 21 years spent working his way up through the military and serving in East Timor, Afghanistan, Iraq and the United Arab Emirates, Steven says he judges the professionalism of organisations by their induction processes and is pleased with Tomago's program format.

His military background has meant moving around the country, spending time in Sydney, Brisbane, Wagga Wagga and Canberra so the notion of settling-down in the Hunter is an appealing one, another advantage of working at Tomago.

"In a lot of jobs you can start-off in the Hunter but to progress you have to move to Sydney or Melbourne.

"What I really like about Tomago Aluminium is that people can work their way across a variety of roles and progress through the ranks without having to move away."

Stephen Potter



Stephen Potter with Keiran Turner.

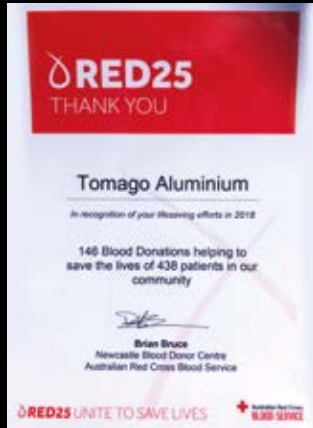


SAVING LIVES

L-R: Jeremy Sams, Anthony Cook, Brian Bruce from the Red Cross and Andrew Shadwell and Travis Hulm.

THERE ARE PROBABLY NOT TOO MANY OF US WHO, AS INDIVIDUALS, CAN SAY WE HAVE SAVED 468 LIVES BUT AS A GROUP?

NOW THAT'S ANOTHER STORY ALTOGETHER.



Tomago Aluminium's workforce has been collectively rolling-up its sleeve for the Red Cross for quite a while, queuing patiently to donate 'a drop of claret' every time the Mobile Blood Bank comes on-site.

Anthony 'Cookie' Cook, Tomago's Dietitian and Occupational Health and Hygiene Officer, says many of the people who donate blood don't know the real benefits of their donations.

"Donating blood sort of flies below the radar but it really is wonderful that people do it, especially as each donation saves up to three lives."

"Tomago Aluminium's employees made 156 individual donations last year, so that's 468 lives positively affected by what we did," Cookie said.

"I recently spoke to a woman born with a genetic disorder. She survives on blood donations and to hear her story was amazing. Everyone who can donate should get stuck in. It's a 30-minute process, you get a cuppa and a biscuit when it's over and it doesn't hurt!"

Tomago employees were also right behind last November's White Ribbon Day collection, an annual charity drive aimed at helping put an end to domestic violence in Australia.

"Last year we raised \$467 on-site and that's going to Catholic Care Broken Bay, which is on the front line of dealing with domestic violence," Cookie said.

"They help out individual women or families being hurt by domestic violence and in need of help.

"We have to acknowledge that domestic violence is real in our society, that women are being badly injured or killed and that the White Ribbon organisation can provide support."

White Ribbon Day will be held again in November and Tomago Aluminium will once again support the fundraising efforts on-site.



Kevin Peter with one of his wooden Tomago Anode Haulers.

TOY STORY

A WELDER BY TRADE, A HOOK LIFT TRUCK DRIVER BY PROFESSION AND A TOYMAKER FOR LOVE – THAT'S THE KEVIN PETER STORY.

Kevin says he has always enjoyed working with wood and views it as relaxation rather than work.

His interest really piqued, he said, about a decade ago when he started making small pieces of furniture, decorative bar plaques and even art installations for family and friends.

A little over 18 months ago, when three-year-old grand-daughter Natalie wanted toys, Kevin came up with a whole range of special items, ensuring the toddler has some of the most unique toys in town, all thought-out, built and provided by her clever grandpa.

"I make a lot of animal toys, I made a cubby house out of a pallet. I like doing things that are different, taking-on something that needs to be thought-out. I really enjoy a challenge."

The Stone Age holds a certain attraction for Kevin, thanks to Natalie, who is now the proud owner of a variety of dinosaurs including, of all things, a Pterodactyl. Kevin even built a miniature Fred Flintstone car and is planning a Barney Rubble jalopy to join it.

Some of the toys are donated to charity and lately, Kevin has taken to making miniature trucks and says kids get huge enjoyment from them. For his part, he gets his reward from making them and seeing little eyes light up.

The raw materials are either found, donated or bought and each tiny truck is a day's work. Wheels are cut to size, axles are made from lengths of dowel and every joint is glued, rather than screwed. For the safety of the little tappers, Kevin refuses to put metal in any of his toys.

Tomago Aluminium even gets a look-in with a bright yellow anode-carrying truck – complete with anodes – one of the latest to roll out of Kevin's workshop.

And should you see Kevin in a department store looking at toys be assured he is looking for ideas rather than buying because he will make a better one.

Kevin is happy to sell his toys but not to make a profit. The money, he says, goes into buying more materials so he can make some more kids happy.

For a 'Made by Kevin' toy contact him on Kevin.Peter@tomago.com.au

“

I have been amazed and very proud of the ability of our people to achieve incredible things. ”

Steve McIntyre

FAREWELL TO STEVE MCINTYRE



FOR SOME OF US, CALLING TIME ON A JOB IS EASY. FOR OTHERS, NOT SO MUCH. FOR TOMAGO'S CHIEF FINANCIAL OFFICER STEVE MCINTYRE, PULLING THE PIN AFTER EIGHT YEARS WAS A HARD CALL TO MAKE.



“Yes, it was difficult and not something I took lightly,” he said of his decision to roll down the curtain on his Tomago career.

Steve started with the business in 2011, coming in as Chief Financial Officer, Company Secretary and Business Services Manager and in the eight years he has been in the CFO's chair he has seen a very different business to the one at which he started.

“When I first started at Tomago we seemed to lurch from one crisis to the next. Not only was that costing us a heap of money, people were tired of having to deal with this stuff every day,” he said.

“The turnaround came when our people were fired-up to do things differently, coming-up with and implementing ideas that resulted in the smelter running at levels never seen before. We increased our production by 50,000 tonnes a year.

“I have been amazed and very proud of the ability of our people to achieve incredible things.



“While we have some new challenges facing the business in relation to energy costs and the external markets, it's how we respond that matters and I'm confident our people will do what needs to be done.”

Equally, he is thankful for the inspiring leadership shown by CEO Matt Howell, a man who, he says, has led Tomago to become a benchmark operation, the smelter others look at and say: ‘Wow, how did they do that?’.

And what will Steve McIntyre do after walking out the gate for the final time?

“I'm going to have an extended break, spend more time with my family, see more of Australia and work on my golf handicap.

“Amongst all the hard work there have been a lot of fun times along the way and I've gotten to know a lot of great people.

“I'll always cherish my time at Tomago,” he said.



L-R: Julie Rae, Sue Dunstan, Amanda Gill, Nicki Harvey, Kate Wagner, Leisa Dolan and Toni Lawson at the Hunter Region Botanic Gardens International Women's Day Breakfast.

INTERNATIONAL WOMEN'S DAY

ON FRIDAY, MARCH 8, WOMEN ALL AROUND THE GLOBE CELEBRATED THE 44TH INTERNATIONAL WOMEN'S DAY AND ONCE AGAIN, TOMAGO ALUMINIUM WAS HAPPY TO SUPPORT THE CAUSE.

International Women's Day (IWD), which has its roots in a 1908 New York protest march in which 15,000 women took to the streets demanding shorter working hours, better pay and voting rights, celebrates the achievements of women and recognises that women's rights are human rights.

The first International Women's Day was held in 1911 but was officially recognised by the United Nations in 1975 as a day to acknowledge how far women have come towards gender equality while showing how far they still have to go.

At TAC, the protest marches and the efforts of women everywhere were celebrated with a morning tea, giving the women of Tomago the opportunity to show their support for each other with coffee and cakes.

Carbon Manager, Magali Gendre, was guest speaker at the event and gave her top three tips on empowerment and the elimination of self-doubt.



A morning tea was held on-site to celebrate International Women's Day.

MAGALI'S TIPS?

- 1: Ditch-Defer-Delegate-Do: Create a list of what you have on your mind and sort it out (Ditch-Defer-Delegate-Do). It is the best way to get it out of the brain and be detached from it.
- 2: Become aware of your cycle and its impact on you: It is like going through the four seasons, Spring, Summer, Autumn and Winter. By acknowledging that it is normal to feel more 'on edge' or to have more energy at certain times than at others. Understanding that allows us to let go of negative thoughts as being 'due to our cycle'.
- 3: Take a break through Heart Coherence*: Three minutes of practice can make you feel profoundly calm. Put your heartbeats in sync with your breathing rhythm. With eyes closed, breathe in for four counts and out for six. Put two fingers on the centre of your chest and bring memories and feelings of gratitude into your mind, elevating your vibrations and clearing your mind.

As well as celebrating IWD on-site, Tomago Aluminium also sponsored this year's Port Stephens International Women's Day Breakfast at the Hunter Region Botanic Gardens with all money raised from the event going to the Port Stephens Family and Neighbourhood Centre.

The centre provides free services to the local community, including youth and family counselling, homelessness services and crisis accommodation, domestic violence support and financial counselling.

(*check out the HeartMath Institute website)



Tomago's Nicki Harvey (centre) with Susie Satorie, Geoff Taylor, Bob Francis, Grahame Clarke and Ken Page from the Hunter Region Botanic Gardens.



Tony Lewis with his Variety volunteers.

GIVING BACK

TOMAGO ALUMINIUM ENJOYS BEING A GOOD NEIGHBOUR AND A GOOD CORPORATE CITIZEN, REACHING-OUT WHENEVER WE CAN TO SOMEONE WHO NEEDS HELP.

Over the last few months the company has been working with our neighbours and local charities. Here are just a few examples of our involvement.

HUNTER REGION BOTANIC GARDENS

THE BEAUTIFUL Hunter Region Botanic Gardens is Tomago's closest neighbour so when a call for help came our way last year we were happy to oblige.

The Gardens has an ever-increasing army of volunteers and desperately needed to enlarge the rest area in which they can have lunch and tea breaks, escape the summer heat and evade the winter rain.

Last year, when our neighbours asked us to help fund an upgrade of the volunteer's rest area, we were happy to help, our donation going towards a new outdoor kitchen and undercover seating area.

And thanks to the hard work of the volunteers the gardens are looking as wonderful as ever.

WHITE RIBBON DAY

IN NOVEMBER last year TAC's Health and Safety Committee threw its weight behind White Ribbon Day, the annual national action day held to end domestic violence.

Committee members met everyone arriving at the front gate and asked them to make this pledge: "I will stand up, speak out and act to prevent men's violence against women."

Sprocket Coffee Roasters came along to provide the morning coffee and the formidable Anthony 'Cookie' Cook prepared a big batch of French Toast.

As an added bonus, Health and Safety Committee members raised almost \$430 from White Ribbon sales.

VARIETY BREAKFAST BARBECUE

VARIETY, the Children's Charity, is always there for sick, special needs and disadvantaged children, raising money in a number of crazy ways, including the madcap Variety Bash for old cars and the Variety Dash for pensioned-off Honda postie bikes.

Our very own Tony Lewis is a keen 'Dasher' and recently held a Variety Barbecue Breakfast to help with his ongoing fundraising efforts, cooking and selling tasty sausage sangers and juicy burgers for hungry workers.

A table of Variety souvenir items was also on sale at the one-off, special breakfast.

The BBQ brekkie raised \$1000, a great reward for Tony and his team and a big help to Variety.

INTERNATIONAL WOMEN'S DAY

TOMAGO ALUMINIUM was once again proud to sponsor this year's Port Stephens International Women's Day Breakfast, held in the Hunter Region Botanic Gardens on March 8.

The breakfast, which included a panel discussion with students and women of influence from the local community, was hosted by Federal Member for Patterson Meryl Swanson and Kate Washington, State Member for Port Stephens.

Describing the breakfast as a wonderful success, raising thousands of dollars for the Port Stephens Family and Neighbourhood Centre, Kate Washington said such events are only able to go ahead with the support of sponsors such as Tomago.

"It was fantastic to hear from the young women; students and leaders from our local high schools, about their thoughts on issues of importance to them and their plans for their futures," she said.

Ms Washington thanked Tomago Aluminium for playing a part in the International Women's Day event.

Tomago also celebrated International Women's Day with a special morning tea on-site. Matt Howell welcomed everyone and thanked the women of TAC and Carbon Manager; Magali Gendre gave an inspirational presentation on staying empowered and eliminating self-doubt.



CELEBRATING YEARS OF SERVICE

35 YEARS

Asset Management
Simon Gayner
John Hislop
Gregory Wall

Cast Products
Gary Newton
Peter Bailey

Liquid Metals
Michael Chalkley

30 YEARS

Carbon
Danny Penfold
Gary Bear

Liquid Metals
Lee Crick

Cast Products
Corey Lundy

25 YEARS

Liquid Metals
David Mould

Cast Products
Stan McManus

20 YEARS

Liquid Metals
Brendon Dick
Allan Reilly

10 YEARS

Finance
Daniel Clark

Cast Products
David Hall

Environment
Daniel Oakley

Liquid Metals
Chuck Luck
Terry Johns
Christopher Every-Burns
Ian Wright

Carbon
Jai Fisher
Terry Hayes
Brendan Ford



DANE FERNANDEZ

What is your current role?
Senior Electrical Engineer

Finish this line:
If you had \$100 to spend on yourself what would you do with it?

3 or 4 leg sports multi.

Biggest regret?
Importing a coffee machine from Germany. It failed in about 3 months (or 100 expensive cups of coffee).

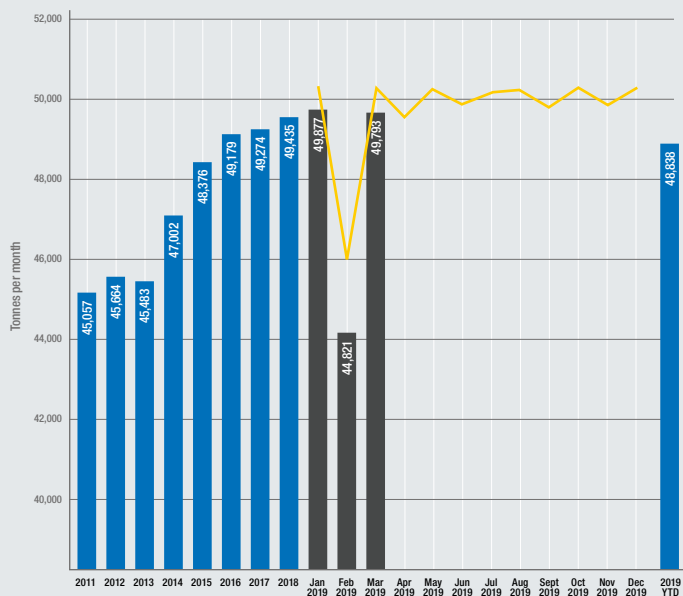
Favourite food?
Buffalo wings.

What were your first thoughts on TAC?
I hope the canteen food is good!

What's the best piece of advice you've been given?
You can't control what you can't measure.

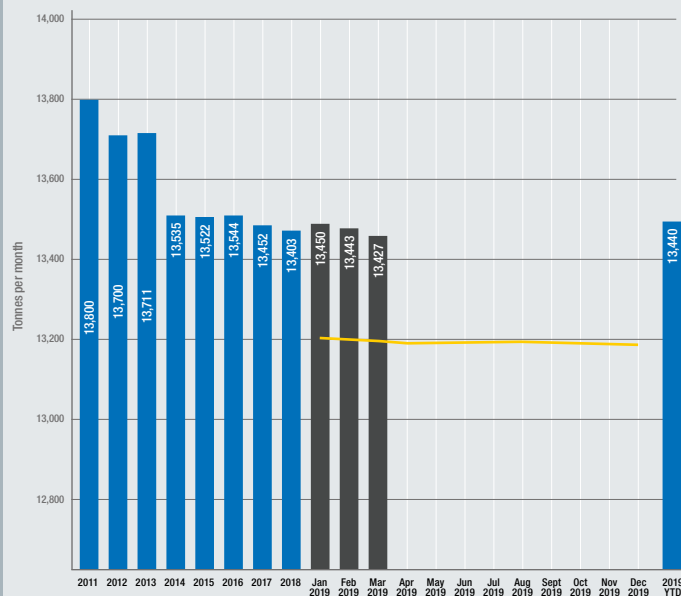
KEY PERFORMANCE INDICATORS

EFFECTIVE METAL PRODUCTION (Tonnes/Mth) ■ Yearly Actual ■ Monthly Actual — 2019 Budget



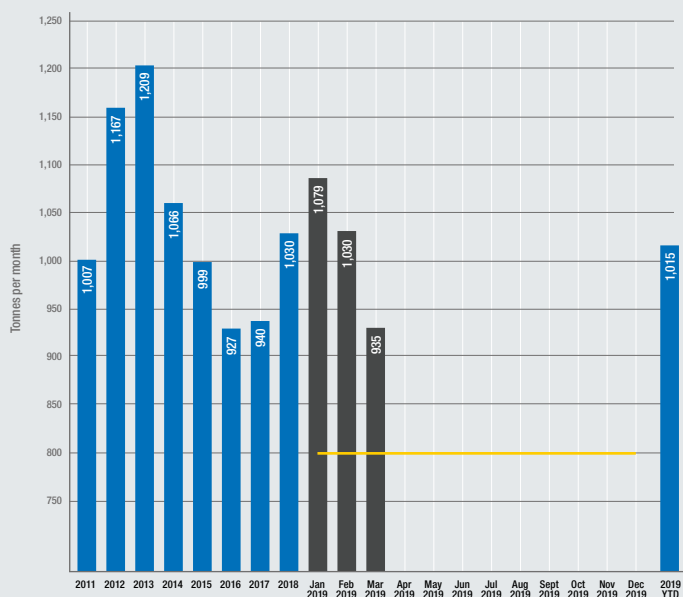
The Effective Metal Production is the total amount of hot metal tapped from the pots. It includes both hot metal tonnes delivered to Cast Products plus any reclaimed cold metal

DC ENERGY CONSUMPTION (kWh/t Al) ■ Yearly Actual ■ Monthly Actual — 2019 Budget



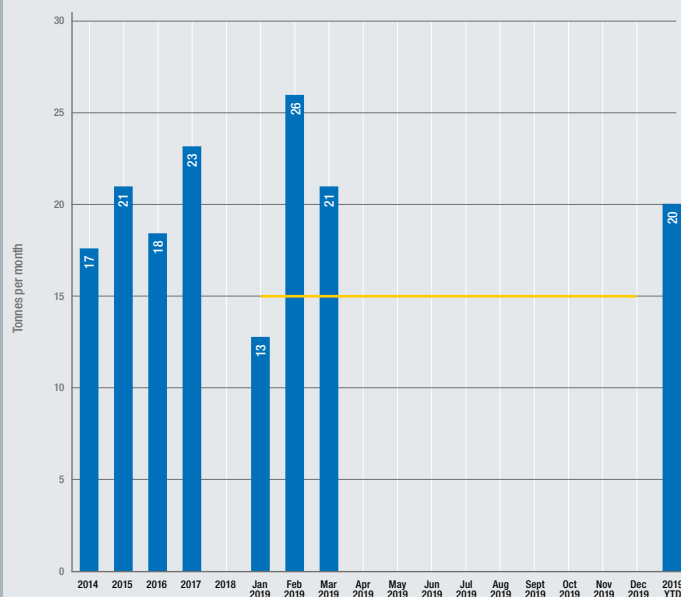
Energy Consumption measures how much power we use to make one tonne of aluminium. The lower this number the better!

IRON IN METAL (Fe ppm) ■ Yearly Actual ■ Monthly Actual — 2019 Budget



Iron in metal is our main measure of quality and purity. The lower the iron content is, the better.

HAZARD EVENT RATIO ■ Yearly Actual ■ Monthly Actual — 2019 Budget



The Hazard Event Ratio measures the number of injuries in proportion to the number of safety related events.