VIKING
INDUSTRIAL

BD & BRAND HANDBOOK

F21-F22

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APPLICATION: NATIONAL

APPROVED BY

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BUSINESS DEVELOPMENT & BRAND

The purpose of this handbook is to provide guidance to members of the BD and Brand team in their day-to-day procedures. The below outlines requirements of BD & Brand team members and has been signed off by the BD Director. Any adjustments and amendments made to the handbook will be communicated to the team and agreed upon. If a team member has any further suggestions in regard to the following information that they believe will benefit the operating efficiency of the team, it is recommended that they convey their ideas to the BD Director for the opportunity of implementation.

CULTURE & VALUES

ACCOUNTABILITY

Every day, we understand that our ongoing success and business health depends on owning the number – that applies to every person at Viking whether you are in field service, business development, operations or business services. By holding ourselves and each other accountable to the number, we remain focused on delivering our goals both short and long term. If we miss a rental target or sales budget that day, we make it up over the next. If we over-spend, we adjust our spending back to meet our budget. By being disciplined about our numbers, we force ourselves to prioritise the choices and actions that deliver them.

PERSISTENCE

Our brand and business are built on finding a way. When others say it's too hard, we take that as a challenge to look for alternatives in resolving the problem and achieving the object. We don't give up. We ask questions. We seek to educate ourselves to be better tomorrow than we are today. We treat customers' problems as our opportunity to show them why we are better. We win through focus, hard work and persistence.

SERVICE

Our customers drive our daily actions, responses and priorities. Without them, we are just turning up. Our reason for being is to leave their business better equipped, better informed and better supported than they were before they dealt with us. There may be others who are bigger, but there aren't any who aim to exceed their customers' expectations like we do.

HONESTY

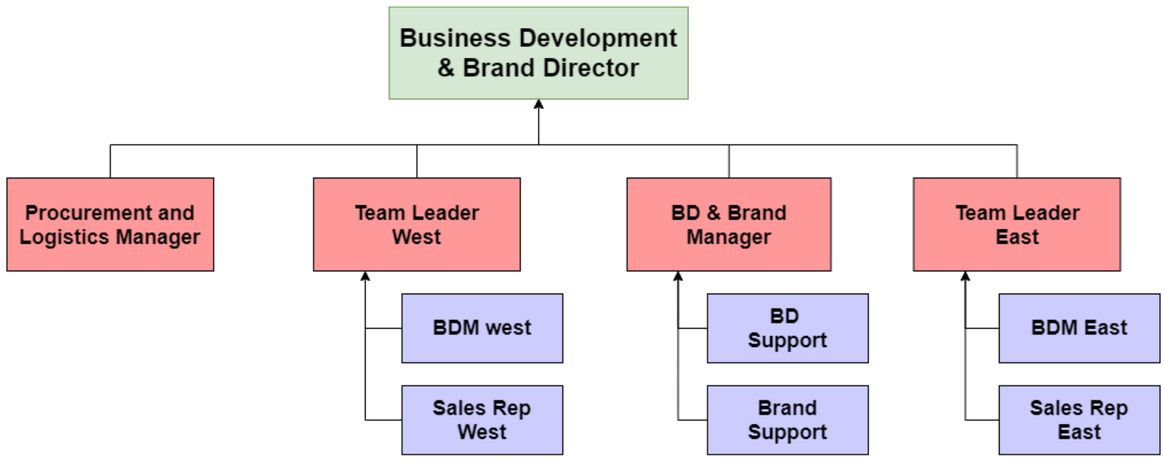
We expect the truth from each other every day. No matter how hard a message it is, no matter the outcome, honesty is central to who we are. Our customers respect us for it and just as important, we can respect ourselves by demanding it. Always.

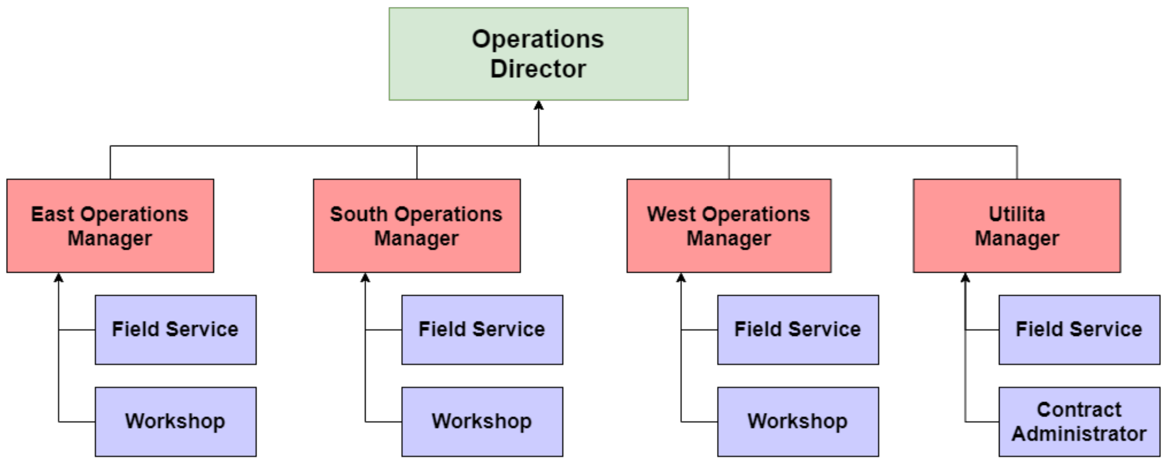
COLLABORATION

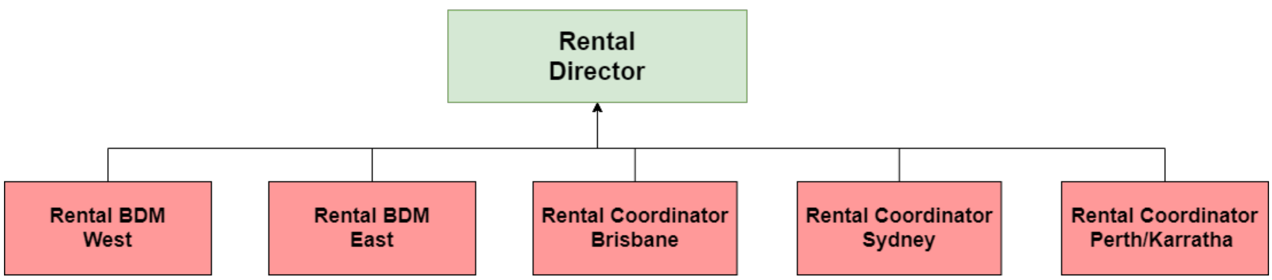
Together, we are better. Jobs become simpler. Perspectives become broader. Loads become lighter. Collaboration drives who we are as a brand and who we are in the market. Customers. Suppliers. Each other. When we communicate, share and engage our team, customers and suppliers, everyone wins.

ROLES AND RESPONSIBILITIES

In line with the OGSTM (*objectives, goals, strategy, measurement and tactics*), each team members core responsibilities and KPI's derive from the over-arching organisation goals. Relationships and relevant ranks within teams have been carefully developed and assigned to ensure over-arching and individual goals can be achieved. Roles and responsibilities are ever evolving and will sometimes change as the business continues to grow. See a graphical representation of the BD and Brand Team's organisational structure below:







CLIENT TIER

Clients at Viking Industrial fall into 3 tier systems, this can be determined by their estimated potential annual spend with Viking.

- Tier 1 – $2 million and above
- Tier 2 – $500k to $2 million
- Tier 3 – $500k and below

DRESS CODE

As a member of the BD and Brand Team you are the face and voice of Viking. How you represent yourself is a direct representation of Viking and we require you to be clean and professional at all times. Clothing should be suitable and appropriate for the role and the day – if you are attending site, safety aspects of clothing should be considered as well. It is expected that you look after your uniform to ensure that colours stay bright, clothes are clean, and you look neat and tidy.

On Friday's you are more than welcome to wear Casual Clothing for the weekly Casual Friday's event. However, as a member of the BD/Brand Team, you may be expected to conduct a meeting throughout the day. Meetings should always be attended in Viking uniform. Therefore, only wear a casual shirt on Fridays with your usual pants. Bring your uniform with you just in case so that you can change if and when you need to. No matter the day, closed-in shoes are always required for your safety.

Uniform Allowance (Annual)	
Polo	5
Business Shirt	3
Hi Vis Shirt	3
Hi Vis Pants	3
Hat	1
Beanie	1
Hoodie	1

VEHICLE POLICY

If you are one of the fortunate team members who is a company vehicle holder, the following are the guiding principles associated with the use of the vehicle, written with the purpose of ensuring the company's asset is presentable, well-respected and maintained at all times. Company vehicles are insured by Allianz, if you are ever on the road and require the assistance of the insurer, the policy number to be quoted is **1840005938VSD**. For windscreens, O'Brien's can also be contacted directly using the above policy number, O'Brien's will lodge the claim with Allianz on Viking's behalf.

- Company vehicles are branded with Viking decals, as such any member of the community, customer or supplier can easily identify a Viking team member on the road. It's great advertising! But only if people are conducting themselves professionally on the road – abide by the road rules, park reasonably, exercise good etiquette towards other drivers on the road and avoid drawing any negative attention to the vehicle.
- Linkt Tags and Fuel Cards are issued to a particular vehicle – any changes or issues with these must be communicated to the accounts team. Where possible, avoid using a company credit card to pay for fuel.
- Odometer readings must be given at the pump and only the appropriate diesel or unleaded fuel is to be used.
- It is the vehicle holder's responsibility to keep the vehicle clean and presentable at all times, internally and externally. Smoking is not permitted in any company vehicle.
- Is the vehicle holders responsibility to track their vehicles service history and ensure the vehicle is serviced as required (see service manual). Any paperwork (e.g invoices/receipts) are to be given to accounts and kept with the vehicle file. It is the employee's responsibility to ensure that the service book is completed and signed at each service – all service books are to remain in the vehicle.
- Infringements: Once a company vehicle has been issued to an employee, the employee accepts liability for all infringements. If an employee receives any serious infringement, e.g excessive speeding, the employee may lose the company vehicle at the BD Director's discretion.

OHS & SITE REQUIREMENTS

One of the unique parts about being a member of the BD and Brand Team is that there is no limitation to where you can work from. This includes construction sites, mining sites and customer offices. If you're on the road, while you are still operating under Viking's employment guidelines, there will be times that you must adhere to other companies own policies and procedures. Prior to entering a new area, it is great practice to enquire with your contact about what the site requirements are. Examples of common requirements are: White card, hard hat, steel cap boots, high vis, sign-in points or inductions. Safety is paramount and adhering to OHS requirements both internally and externally is non-optional. Stick to safe walkways, follow the rules, drive safely, wear high vis when appropriate and if you are unsure, ask the question.

TRAVEL POLICY

As part of your preparation for achieving your KPIs at the start of the financial year, all individual travel budgets must be submitted for approval by the BD director.

CLIENT MANAGEMENT v BUSINESS DEVELOPMENT

Client Managers and Business Development are very different. A Business Development Manager focuses on Phases 1, 2 and 3 of the Sales Phases (Lead, Active Lead and Estimate), whereas Client Manager's focus on strategically growing their already existing clients.

Client Managers have both specific and broad or long-term goals, including collaborating with the customer on mutually beneficial projects, helping the customer meet their objectives, and making sure the customer is getting the necessary support with the ongoing goal of continuously growing the client's client. It is not good etiquette to contact other people's customers for many reasons. Competition is great but stepping on other people's toes can negatively impact relationships internally, and those externally that other team members have built with the client which in turn negatively impacts the business as a whole. It's important that lines of communication with the customer are streamlined to minimise confusion for the customer and maximise their experience with Viking as a positive one.

Hubspot provides the following unique qualities that client management requires:

1. Understand and get to know the customer.

A key client manager must have an intimate, sophisticated understanding of their Customer's strategy, market position, finances, products, and organisational structure. They'll use this knowledge to make business cases showing how price changes, customisation, and add-ons will add value.

3. Effective ability to utilise internal resources (other team members skills)

A key client manager needs to understand their team's skill-base and time allocation to know when to draw down on internal people resources (which might include a salesperson, marketer, technical support, estimating or HR). Cross-functional collaboration benefits the customer - key clients often request custom builds and services tailored to their specific site or project needs.

4. Coordination and planning of activities for complex clients.

Key client programs have a lot of moving parts. To be successful, KAMs should be capable of planning short-term and long-term plays, carrying them out, analyzing the outcomes, and applying those takeaways to their future strategies.

5. Business Understanding.

It is critical to understand how a business makes money. An client manager with diverse business understanding is able to understand the drivers of their customers growth, profitability and how cash flow and customers markets are changing – with this knowledge, the client manager can become a trusted resource and advisor for their customers. The more you know, the more analytical you become.

6. Knowledge of the product.

By having an analytical mindset, business understanding and strong knowledge of the product, the client manager can think quickly and apply their knowledge to a variety of different customers, climates, industries and situations and be confident in delivering this information.

COMMISSION STRUCTURE

If a part of your employment package, commission is both an incentive and a privilege that other teams within the business may not have access to. In a nutshell, commission is the difference between the assigned retail price and the target price, split between both yourself and the business.

Eligibility requirements for commission:

- You are an employee who is entitled to receive commission.
- You have sold a core product. (A generator, lighting tower, compressor or fuel tank)
- The actual price sold is above the retail price (as per the current margins allocated by the BD Director).

Commission is earned when you have sold a core item above target markup (FY22 target markup is 37.5%) and the difference is then split with Viking to ensure business profitability. It is important to note for the purpose of the payslip that commission will be displayed on, that 10% of the total commission payable is paid into your superannuation account. You will then be taxed at the appropriate tax rate within the fortnight that the commission is payable within. A few examples can be seen below estimating a BDM's potential commission through various scenarios across the year:

Commission Example

BDM Example 1	
Annual Budget	$4,000,000
Average GP	45.0%
Target GP FY22	37.5%
Average Markup above Target	7.5%
Average Commission %	3.75%
Commission Received based on Budget (Incl. Super)	**$150,000**

BDM Example 2	
Annual Budget	$4,000,000
Average GP	40.0%
Target GP FY22	37.5%
Average Markup above Target	2.5%
Average Commission %	1.25%
Commission Received based on Budget (Incl. Super)	**$50,000**

BDM Example 3	
Annual Budget	$4,000,000
Average GP	50.0%
Target GP FY22	37.5%
Average Markup above Target	12.5%
Average Commission %	6.25%
Commission Received based on Budget (Incl. Super)	**$250,000**

BDM Example 4	
Annual Budget	$8,000,000
Average GP	40.0%
Target GP FY22	37.5%
Average Markup above Target	2.5%
Average Commission %	1.25%
Commission Received based on Budget (Incl. Super)	**$100,000**

There are times when items are sold above the margins that are not a core product – for these items to be eligible for commission, the BD director will need to approve this prior to the quote being submitted to the customer.

The commission form can be found on:
VikingIndustrial\SALES\RESOURCES\COMMISSION

This must be filled out once a PO from the customer has been received and proforma invoice has been signed off by a manager. This is to ensure the business has forecasted the allocated commission into cashflow and your commission payment is processed within the payroll.

STIP ELIGIBILITY

The purpose of the STIP is to reward divisions and groups for their contribution to the achieving the financial year's revenue goals. By splitting the percentages by budget achieved, we encourage collaboration and accountability throughout the teams. We want you to win and we want you to be rewarded for doing so.

ELIBILITY FOR INCENTIVE PAYMENT

To be eligible for the Incentive Payment, an Employee must be employed on a full-time basis on June 30 of the performance pay period (i.e. the financial year ending June 30) and have been employed for a minimum period of six months.

An employee that has during the financial year received two written warnings or one final written warning will not be eligible to receive any incentive payment for that period.

The STIP is received if at the end of financial year review the employee receives a 3.0 or higher and the overall annual budgets have been met in both VIS and VIR.

CALCULATION OF INCENTIVE PAYMENT & TIMING OF PAYMENT IF ELIGIBLE

If the overall budgets have been achieved, those who have received a 3.0 or higher will be rewarded with a lump sum payment which will be made as soon as practical after formal board approval each year. If the business that you are a part of does not make their budget, you will not receive the 13th month. If your business makes the budget but the other business does not make the budget, you will receive 50% of the 13th month.

The individual base salary rate used for the incentive payment calculation is that applicable at the end of the performance pay period. A "13th Month" of pay is calculated as two ordinary fortnightly pays. If only your

business makes the budget; this will be one fortnightly base pay. For rental, the budget has been achieved if at the end of the financial year the revenue has reached $7.1m or higher and the EBITDA is 35%. For sales the budget has been achieved if at the end of the financial year the revenue has reached $24m or higher (EBITDA TBA).

CHANGES IN KPIS

The suitability of existing KPI’s will continue to be monitored and may be adjusted throughout the year as the needs of the business change.

PERFORMANCE REVIEWS

We aim high at Viking – we have **MASSIVE** goals to reach in really small-time frames. It's cliché, but in order for Viking to succeed, you have to succeed. The purpose of performance reviews is to ensure that you have the resources, support, feedback and guidance that you need to achieve your individual goals that contribute to the group. Every quarter in line with the performance review calendar (in Viking HR folder), you will sit with your line manager in collaboration with the People and Performance Team and assess your progress together. It's important to be prepared for these conversations – you may receive constructive feedback throughout these discussions and being transparent, open and able to listen is very important to your success.

When reflecting on the previous quarter, or the financial year, it's important to put time aside and really reflect.

Some points to consider and bring into your review:

1. Accomplishments: What have you accomplished? Nobody knows your accomplishments throughout the year like you do. Bring them up! Think of examples for each line and each area of measurement. How are you contributing? And very importantly, bring data to back yourself.
2. Areas to Develop – Professional Development: There are core areas and competencies for your role that you may need to develop or continue to develop in order to achieve your goals. Anything that is approved and identified by either yourself or your line manager will be populated into the training pipeline for the year. Training requirements will be monitored monthly as the needs of the busines are everchanging.
3. Be specific – Its important to be very specific in terms of goals, inquiries, recommendations, suggestions, or ideas – never hesitate to be honest.

TO BE ADDED (WIP)

We will continuously update and improve this handbook, some of the current works in progress are:

1. When Reports are Due and What is Required
2. Expenses and Credit Cards
3. Value Proposition
4. Training
5. Travel Approval Form
6. Style Guide
7. Sales Phases

If you have any suggestions to add to the handbook, please advise the BD and People & Performance Managers and we will schedule your suggestions into the above list.