

2020 end of year wrap up



There's no doubt 2020 delivered significant challenges for the Group and our customers. The devastation in terms of the human and economic impacts brought about by drought, bushfires, floods and the global COVID-19 pandemic, has touched us all. But we should be inspired by the resilience shown by our team and customers. Our commitment and the way we've gone about collaborating with our customers is a stark reminder of the true value of close relationships. With this supportive mindset, we've played an important role in keeping Australia and New Zealand's economies moving, embedding our values along the way.

As the year draws to a close, it's important to recognise our Group's effort to navigate the challenges and celebrate the highlights. In this issue, we share achievements from across the Group. You can also watch of our Group SLT catch up where they share their own 2020 highlights and their key focuses for 2021. Access the recording below...



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The year that was 2020 in highlights...

- By enhancing services at our LINX Intermodal Terminal in Enfield we are now delivering stronger, more streamlined end-to-end supply chain solutions with new partners. We have also expanded our value add offering with the establishment of fumigation services as a result of actively listening to our customers. Both of these activities have produced steady and consistent growth in cargo capacity throughput.
- We welcomed six new Kenworth K200 prime movers to our Logistics fleet in Griffith, NSW. Providing an enhanced safe work environment for our drivers while they deliver critical line haul services to our many valued customers, these prime movers will travel more than one million kilometres in the first three years.
- We experienced considerable growth, including AlmondCo volumes increasing by 50% and the contract extended to 2024.
- Other customer successes include:
 - CCA tender success (five year contract) with capital city routes into Adelaide.
 - Secured new product line distribution for Australian Brewing Co in Griffith.
 - Secured new and re-signed many existing customers requiring our services and storage facilities in Newcastle, NSW.
 - ABCo commenced brewing Miller Chill in June which has seen increased volumes.
 - Tocumwal Rail services recommenced with Kelly Grain seeing strong export demand.
 - Our customer, Seaway is continuing the development of the Jemalong Solar Farm in Forbes, Central West NSW.
 - Casella Wines increased 2020 volume and we supported them via our Export Supply Chain Delivery.
 - Central West Lift Trucks (CWLT) has begun using our LINX Intermodal Terminal for all their export requirements.

The **LINX Intermodal Terminal** continues to play a critical role in NSW's supply chain and logistics industry. Thanks to **NSW Ports** for this great video of the site in action.



youtube.com/watch?v=EGlCsAXVTR8

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LINX Port Services



The year that was 2020 in highlights...

- Secured a new five-year contract with Höegh Autoliners. This new contract means Hoegh becomes our third largest customer and is recognition of our long-standing commitment to deliver quality port services for them.
- Successfully secured a new three-year contract with MOL Group.
- In response to the pandemic, multiple Port Services sites developed a Small Team Isolation Strategy to dramatically reduce inter-team contact, amending rosters and separating teams into smaller panels as well as adopting extra hygiene measures. As a result, there have been no disruptions to customer vessel servicing to date.
- Through continued flexibility and innovation, an urgent solution was provided for BlueScope's bulk cargo supply chain congestion issues and prototypes of mobile conveyor hoppers were implemented to handle up to 200,000t in 2020. New bulk discharge services have also been embedded.
- In recognition of the successful deployment of our new Mobile Hopper System (MHS) we were announced as a finalist for the Excellence in Bulk Logistics or Heavy Lift Award as part of the 2020 Daily Cargo News (DCN) Australian Shipping and Maritime Industry Awards.

- New container stevedoring services commenced in Esperance, WA for customers First Quantum Minerals (FQM) and Australian National Line (ANL).

Check out this incredible footage from NSW Ports showing the integrated port supply chain at the Australian Amalgamated Terminals facility in Port Kembla - our LINX stevedores feature in the centre of the action.



vimeo.com/483321887

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The year that was 2020 in highlights...



- Commenced a new five year contract with Tasmanian forestry management company, Forico Pty Limited in North West Tasmania, harvesting and hauling hardwood logs destined for export woodchip markets in Asia.
- Supported Victorian bushfire and drought relief in Gippsland, Victoria, with hay bale donations delivered via truck convoy to help local farmers.
- Secured the fire salvage contract in Tumut, NSW, for Forestry Corporation of NSW, where 34,000 hectares burned in January. Secured a new five-year log marshalling contract in Portland with Pacific Forest Products (PFP). Also in Portland, HVPlantations enacted a three-year contract extension, including rate increase, for log marshalling services.

- Established a closer connection with customers through the implementation of the quarterly C3-led customer engagement structure which ensures that pandemic related slowdowns are managed effectively through close communication and consultation

The year that was 2020 in highlights... C3 New Zealand



- Completed the COM3TS roll-out at 10 C3 NZ sites, enabling consistent and improved log scaling quality and accuracy, with more than 12 million logs being scaled since its first deployment.
- Successfully secured a long term contract with Oji Fibre Solutions (OjiFS) to provide their export documentation services from February 2021.
- Secured a new long term pulp marshalling contract with OjiFS, commencing 1 May 2021. The services are to be performed in Tauranga, employing up to 30 personnel.
- The addition of new tally huts designed to increase the safety of on-wharf operations provides a more robust, visible, weather resistant and comfortable safety zone for our C3 stevedores.
- More than 120 C3 NZ employees enrolled to study for the Port Operations certificate with 44 successful graduates this year.
- New scaling ramps installed to provide fall protection, electric height adjustability and flexible usability. These are the first and only scaling ramps in NZ to be compliant with the Australian and New Zealand 1657 Safety Standard.
- Introduced the C3 Exports System- a customised, fit-for-purpose software system that improves operational efficiencies by reducing container processing times and enabling greater throughput.



AUTOCARE
Service Driven

The year that was 2020 in highlights...

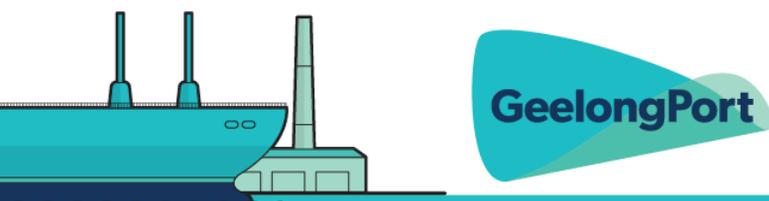
- Installed In Cab Camera Technology (ICCT) into our truck fleet, enhancing the safety of our transport drivers across our operations.

- In partnership with Glovis Australia, Autocare Services now provides our customer Hyundai with a completely national, one stop logistics service through the addition of on-wharf vehicle processing and transportation to dealers around Australia.
- Extending our partnership with Toyota (through to 2023) which includes the successful transfer of our operations for them from Webb Dock to Altona in VIC. Our partnership with Haval/Great Wall Motors (GWM) was extended for a further two years. The successful support of Mitsubishi – and a host of other customers – in managing excess storage requirements during COVID-19. We supported the launch of several new models for KIA that will further increase KIA’s market share. In response to increased demand, we expanded our specialist build capabilities for ISUZU in Melbourne, while for Porsche, we supported the arrival of their first electric vehicle – Taycan – which is a milestone moment for the sportscar maker.

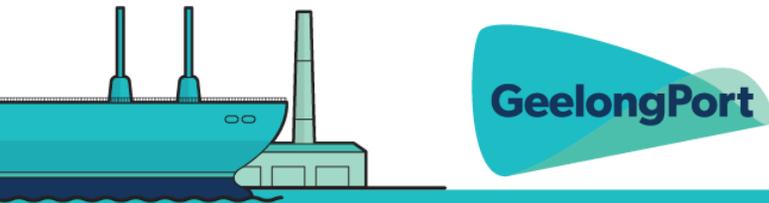


The year that was 2020 in highlights...

- The Pedersen Group team in Maryvale, VIC, were the successful recipients of the LINX CCG Home Safely Every Day Award for Excellence in Site HSE Performance.
- Successfully extended the Carter Holt Harvey Woodproducts (CHH) contract for a further 10 years.
- Adapted to meet customer needs throughout the pandemic. For example, the Kawerau team took on a new, additional service for our customer Oji during New Zealand’s lockdown period.
- Scoring more than 90% for KPIs across all customer contracts.



The year that was 2020 in highlights...



The year that was 2020 in highlights...

- GeelongPort reached an agreement with TT Line Company Pty Ltd to relocate the Victorian port home of the Spirit of Tasmania vessels, from Port Melbourne to Corio Quay, north of Geelong. This work will commence in 2022.
- Became the first port in Australia to make the voluntary commitment to reduce greenhouse gas emissions as part of The Science Based Targets initiative (SBTi).

HSE update



HOME SAFELY
EVERY DAY

Safety is a big focus every year, yet it was different in 2020

In a lot of ways, it was much of the same as any year; we partnered with the business to help manage risk, we further developed our processes and documented them in the Integrated Management System (IMS), we conducted governance activities via auditing and high-level reviews, and responded to significant incidents.

However, turning the Group HSE team's focus to managing a pandemic was equal parts different, challenging and rewarding. Couple this with a period of reduced working hours and a Group reshaping process, and on balance, it was a year of change. The Group HSE team worked tirelessly throughout the year with great passion and professionalism.

Major safety achievements and highlights for 2020

The year built on the success of recent years. However, it's hard to go past our work in helping manage the Group's response to COVID-19. Importantly, through rigorous protocols and measures, we have experienced zero cases of COVID-19 workplace transmission despite instances of vessels arriving to Australia and New Zealand with the virus. This on its own, is a significant achievement.

The work of the Group's Pandemic Management Team was compliant and targeted, enabling the businesses to drive the controls locally while providing centralised direction and support. The efforts and activities to look after our people during the pandemic through the Wellbeing Conversations campaign was a standout.

Despite 2020's challenges, we improved our audit scores, exceeded all lead metrics, significantly progressed the IMS and sustained significant reductions in both our High-Risk Incidents and serious injuries.

Key focuses in 2021

Now that some of the foundational work is under way, we can focus on wellbeing, sustainability and resilience. We have some outstanding actions to pursue from previous safety surveys that responding to the pandemic temporarily placed on hold. We are looking forward to returning to this focus in the new year.

Customer update



This year's outstanding achievement

We can all attest how resilient our customers are. At every turn, we've been there with them this year. From significant challenges in the automotive sector, to impacts suffered in the forestry industry, we've worked closely to support them as they pivoted to adjust their businesses to cope with the challenges they faced.

Our broader customers in logistics and port services also felt the impacts which provided us the opportunity to demonstrate our value supporting them and their communities and our economy.

We should take pride in that LINX CCG worked closely with all its customers. We assisted some to diversify and others to find savings and efficiencies. In all instances we were Brave and Bold, and Acted Like We Owned It. All in all, our customers' values and our values got us all through this trying year.

The customer survey results speak for themselves

Further validation of the supportive and appreciated approach we undertook with our customers this year is evident in the results we've received from our recent annual customer survey.

As a Group overall, when we asked our customers would they recommend us to others, we doubled our NPS (Net Promoter Score) result from last year from 15 to 31. To increase this result by such a significant amount speaks volumes to the focus and effort that we've implemented this year to work closely with them while we united in our response to the pandemic.

The results of the recent customer survey, including the further detail about each of our businesses, will be communicated comprehensively across the Group early in the new year.

Focus for 2021

Next year is expected to be a year of consolidation and performance. We must remember that even though things are improving, our customers, as well as the Group, will continue to face many challenges.

Our unwavering and enhanced support in 2020 means our customers expect that we will continue this strength in service and relationships, as we uphold our commitments to them and deliver their cargo to market safely, timely and reliably.

HR Operations update



What 2020 looked like in HR operations

This year was unpredictable, unexpected and many of our plans and priorities changed. As challenging as it was, it's a year we are most proud of, particularly our accomplishments and the team culture we've built and sustained. Through our willingness to help, we have also taken on new skills and have all become a 'jack of all trades', stepping in and helping out wherever we were most needed.

Major highlights and achievements

- Managing significant change across systems and platforms including in PeopleLINX, Payroll, Kronos, IT and LINXLearning.
- Recruitment coordination (348 positions as of November 2020) – in response to business changes, including filling some high-profile roles and contributing to our diversity and inclusion ambitions.

- Collaborating Autocare Services' training compliance – most improved part of the Group in 2020 from training perspective.
- Developing numerous online modules to promote employee learning.
- Industry Insights Program development and execution (AFLW partnership).
- Regular and enhanced HR reporting.
- Delivering LINXLegends – 94 nominations in 2020.

Key focuses for 2021

The team will separate into two - Organisational Development (OD) and Systems, Remuneration and Benefits. The focus for OD team will be LMS optimisation, leadership development, including the High Potentials Program. Systems, Remuneration and Benefit, it will lead continuous improvement and optimisation of the systems, improving HR processes and refining the Remuneration Framework.

End of year reminders



Office closure

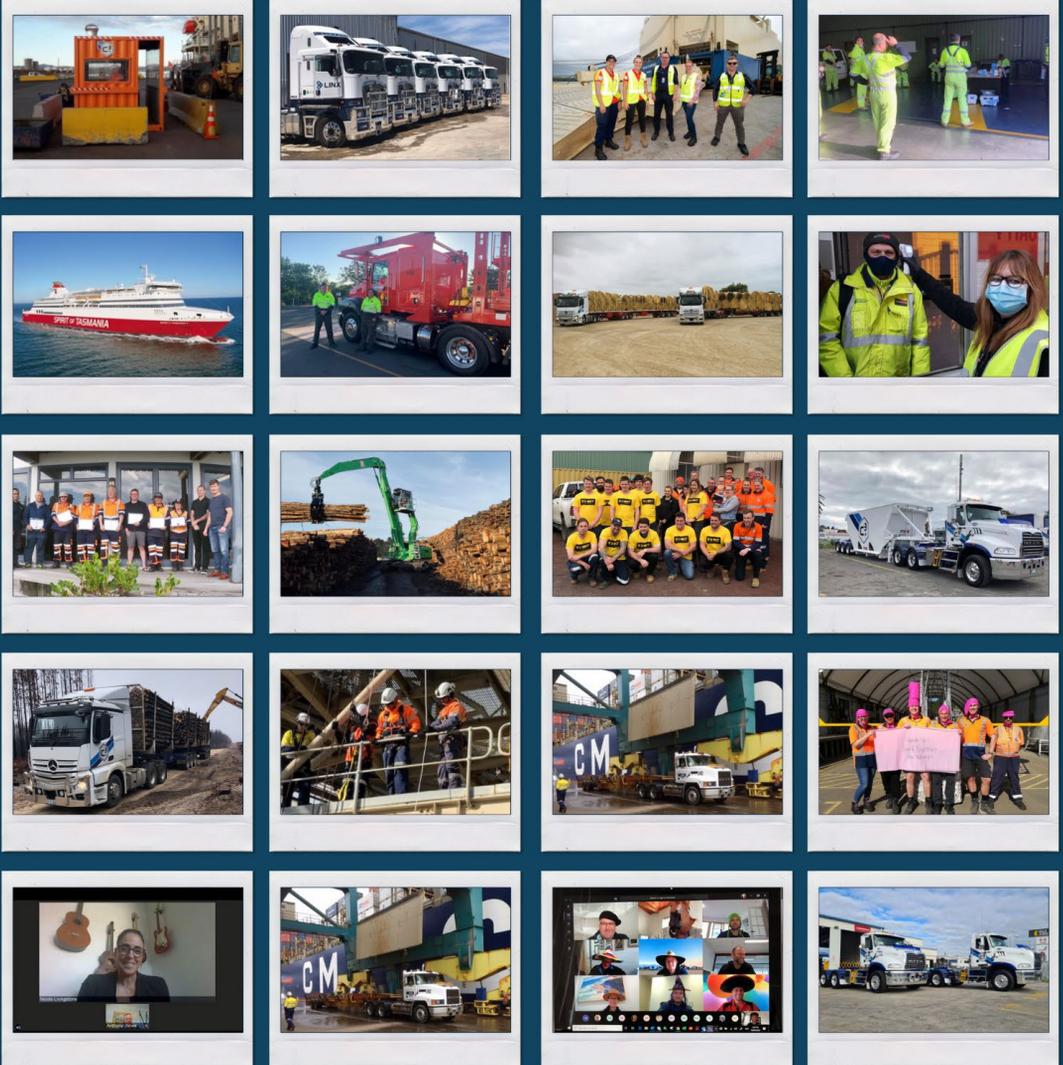
Our non-operational sites will close from 24 December 2020 and re-open on 4 January 2021.

Thank you

If you're working over the end of year period, thank you. Your commitment to keeping our services operating for our customers is valued and appreciated.

Wishing you and your loved ones a safe and happy festive season.

2020 in pictures



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