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January 21 2021 - Edition No.21



A message from Group CEO, Anthony Jones

Hi everyone,

Happy new year and welcome to 2021. Here's to a positive year and one where we can learn from 2020 and look towards shaping our Group for future success.

To our dedicated people who worked tirelessly through the holiday season - thank you. Together, you all safely and efficiently kept our customers' cargo moving during a critical time for freight. To others who took a well earned break, I trust the time with loved ones was refreshing and renewed you for the year ahead.

As we progress into 2021, LINX Cargo Care Group progresses with fulfilling our Vision of *Delivering a connected supply chain, one move at a time.*

Below are our strategic priorities which enable us to deliver on our Vision, Mission and 'Road to 100' Strategy – all underpinned by our Group Values.

LINX CCG
strategic
priorities to
execute the
'Road to
100'
strategy



People and Culture



Focussed cost management



Business improvement



Growth in chosen / specified markets



Home Safely, Every Day



House in order



Optimise asset base



Operational-led innovation



Customer focus

By aligning all these elements, together, everyone in our Group contributes to our success through every move and action you all take. Your leader can discuss this further with you and provide you with clarity on how your performance and adherence to our Culture Code directly helps us to achieve our goals.

This year we will celebrate five years as LINX Cargo Care Group; an organisation that has matured well and yet still has so much more to grow and offer the Australian and New Zealand logistics supply chains.

2020 resulted in some unforeseen challenges (which aren't over yet), however, I couldn't be prouder of the way we continue to collectively handle the COVID-19 obstacles as a business and in our communities. We still remain COVID free across our Group which is an amazing achievement delivered through our great people – you. So thank you.

Home Safely, Every Day, remains the most important task each of us **must** prioritise. Always remember - 'Safety First', Take 3, assess risk and hazards around the workplace, and ensure you look out for yourselves and your colleagues. We may have seen significant improvements in our safety culture however, our workplace can **always** be safer so I encourage you that if you see something unsafe, please speak up and make a positive change.

At the beginning of 2020, I said I wanted us to be a customer-focused Group. Our customer survey, undertaken in late 2020, confirmed we have made significant improvements to the customer experience. When compared with 2019, our NPS score (how likely customers our to recommend us) increased from +19 to +31. This is an outstanding result and like safety, we can never stop pushing for improvement. Our customers have provided us with great feedback highlighting further areas for improvement and we will share all this, plus our responsive action plans, in a month's time. Please look out for this information so you can understand how you will help us deliver even more for customers moving forward.

Here's to 2021 – together with you, I look forward to making this year a rewarding and somewhat, easier year, for LINX Cargo Care Group.

Stay safe,

Anthony



HOME SAFELY, EVERY DAY



Partnering for success – LINX Port Services and Höegh Autoliners

LINX Port Services, recently extended our partnership with Höegh Autoliners (Höegh) for a further five years. This long-standing relationship reflects a positive track record of service excellence, where we've provided consistent quality stevedoring services for Höegh across Australia and New Zealand, at ports including Fremantle, Melbourne, Port Kembla, Brisbane, Adelaide and Newcastle, as well as a regular service into Auckland.

We've achieved a lot together over the past 20 years, and most notably now, we are working closely with Höegh's Australian management team to deliver a prototype PCC operations digital solution that will provide Höegh and their customers with live vessel discharge

information and vehicle location and availability. This platform will build towards a full Information Technology (IT) solution by integrating with Höegh's IT to include improved vessel stowage planning and on-vessel cargo positioning, delivering efficiency benefits in space on the vessel and time to load/discharge.

Our Chief Commercial Officer, Chris Simpson said, *"We are extremely excited to continue our long-term and valued relationship with Höegh and we look forward to enhancing our services working with this highly successful shipping brand."*



Höegh Autoliners Oceania Owners' Representative, Brendan Wallis said Höegh's long relationship with LINX has allowed the company to continue to operate through a range of challenging environments.

"We have been working with LINX since our first vessels arrived in Australia and New Zealand, and their quality focus and reliable service has helped us grow our business together year on year. Stevedoring is such a crucial component to our service and I really look forward to continuing to work together," Wallis said.

Höegh operates a global network of deep-sea trades with Pure Car and Truck Carrier (PCTC) vessels and is the pioneer of deep-sea transportation of cars which started in the late 1960s. Across 50 years in the industry, Höegh has developed extensive experience in handling rolling cargo of all types. From new motor vehicles to breakbulk and project cargo handled on roll trailers, Höegh vessels are specially designed for the smooth and safe transportation of a wide variety of cargoes. Höegh now operate more than 3,000 port calls annually.

Over the past five years the Höegh fleet has been renewed, with many old vessels being

phased out and new vessels being built or chartered in. The New Horizon vessel is Höegh's latest vessel model and the world's largest PCTC with 14 decks, covering an area of 71,400 m² – the same area as 10 soccer fields. This enhanced flexibility, larger capacity and optimised hull and energy efficiency, reduces the vessel's environmental impact and ensure a better service for Höegh's customers. We are proud to partner with such an environmentally focused company and these new vessels are a pleasure for our stevedoring teams to work on due to the much-improved safety and productivity aspects.

As Höegh continues to invest in its global fleet for years to come, we look forward to providing expert and innovative stevedoring solutions in support.



Our ongoing pandemic response in 2021

This year we continue our approach to safely managing our people and operations during the ongoing COVID-19 pandemic.

Although unfortunately we couldn't leave the pandemic contained within 2020 in Australia and New Zealand, where we are today is as positive a result as we could've hoped for. When the current pandemic situations in our countries are compared with others, such as the USA and UK, it's clear the proactive approach to managing COVID-19 has placed us in a better place for the year ahead.

We cannot become complacent and must remain strong and resilient. New COVID variants, strains that are more transmissible and put more people in the high risk category, have made their way to Australia so it's far from over and still poses a serious risk to our wellbeing. Protective health and hygiene measures and government restrictions are here to stay in the short-term at least, continuing to ebb and flow, as our countries maintain a vigilant response to new cases and virus transmissions.

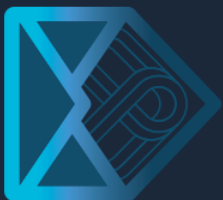
LINX CCG's ongoing pandemic response

So what do we need to keep doing to respond to the pandemic while looking after our people and operations? Firstly, we need to collectively prepare ourselves for a year of the 'new normal' and settle in to being flexible and patient, as we prepare for what we know and respond to developments we couldn't anticipate. The LINX CCG Pandemic Management team is still working hard to ensure we safely stay vigilant and are across any new developments or government advice early.

Senior leaders are working closely with government departments and health authorities, and other stakeholders in the logistics supply chain, to ensure we can keep our people safe. We are especially focused on our high risk teams such as our stevedores, who are at the forefront of potential exposure from international ships. We don't know how long this will go on for so we are digging in for the long haul, which means constantly adjusting how we keep you safe and our essential services operating so our customers' cargo keeps moving across Australia and New Zealand.

No matter what country you're in, please continue to follow your national or state government guidelines and in Australia in particular, adhere to border closures and local lockdowns.

If you have any further queries or require support, you can email HSEcovid19@linxcc.com.au.



WE ARE ONE

Around LINX CCG

Our operational teams experience some simple, moments that showcase the variety, scale and reach of our operations. Check out these great snaps:



C3 NZ, Tauranga, New Zealand



LINX Logistics, Griffith, NSW



**Autocare Services, Port
Kembla, NSW**

If you would like to contribute a photo of your site for consideration, please send to chainmail@linxcc.com.au or post your image on **Yammer**.



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