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Brett Grehan
Group CEO



Group CEO update

Hi everyone,

Welcome back and Happy New Year. I hope that many of you were able to enjoy a relaxing and refreshing break, and to those who worked through the festive period, thank you for keeping our operations running during this time and continuing to deliver for our customers.

2021 was a big year with many achievements across the Group, leaving the company on a stronger footing. With 2022 set to be another big year, I'd like to provide some key business updates as we head into Q1.

COVID Update

There has been a significant increase in COVID cases in recent weeks, pleasingly, we have had limited transmission within our workplaces. I thank all of you for continuing to follow your workplace COVID safe plans and for working from home where possible.

Our investments

We continue to invest for growth and performance across our operations. We move into 2022 with plans approved for a number of investments, including;

- Growth in the Australian forestry segment supported by a new customer contract requiring two in field chipping systems. This includes chippers, skidders and prime movers.
- Replacing 17 B-double sets with higher capacity B-triple sets in LINX Logistics.



- Multiple pieces of new/replacement assets in Port Services to service a recently executed contract with BlueScope. This includes forklifts, hoppers, grabs, skid steers and crane refurbishments.
- New Grapples throughout C3 in New Zealand which will facilitate safety improvements and drive efficiency whilst loading and scaling logs.

GeelongPort

The sale of GeelongPort has progressed and is expected to be finalised in the coming months. The transaction provides a very positive benefit to the Group by reducing the level of debt held within the company.

Our focus for the year ahead – “Fit for Business in 2022”

We have eight key priorities for 2022 to ensure we’re *Fit for Business*. These are:

- 1.Improve the Safety of our operating environments** – by getting back to basics.
- 2.Business Unit profitability** - focus on the key levers within each Business Unit that will improve earnings, productivity and sustainability.
- 3.Prudent maintenance capital spend** - with a critical lens on ensuring the safety of our operations.
- 4.Pursue high returns from investments** – making sure the benefits are fully realised.
- 5.Respond to market and Business Unit specific challenges** - develop plans to address key strategic issues impacting our businesses.
- 6.Manage our cost base and expenditure** - to support critical business activity.
- 7.Carbon reduction** - identify threats and opportunities to reduce carbon emissions across each business unit.
- 8.Leadership engagement** – to enable our leaders to deliver on these priorities and ensure we’re Fit for Business in 2022.

In the coming weeks your business leaders will talk to you about what these priorities mean for you, and how you can support in getting *Fit for Business*. I’m excited to see what we can achieve together in 2022. Thank you for your continued efforts to keep us safe and deliver for our customers.



PEOPLE & CULTURE



BUSINESS IMPROVEMENT

Introducing LINX FastTrax



We have recently launched LINX FastTrax - our traineeship program now available at various locations across our Australian Operations.

The two-year traineeship program offers successful applicants the opportunity to complete a nationally recognised Certificate III whilst kickstarting their career in one of five career pathways.

The pathways include:

- Driving Operations
- Supply Chain Operations
- Forestry – Harvesting and Haulage
- Business Administration
- Mobile Plant Technology

We're looking for people from all walks of life, from all backgrounds to keep the supply chain moving. The only must have for applicants to be considered is a Provisional P2 (Green Ps) licence.

If you know anyone who may be a great fit for this program, please direct them to our Group [website](#) for further information and to apply for current opportunities.



CHAIN MAIL **EXPRESS**

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BE BRAVE, BE BOLD



INNOVATION

We're DCN Awards Finalists!



LINX CCG has been named as a finalist in this year's Daily Cargo News (DCN) Awards in the Supply Chain Innovation & Technology category!

We've been shortlisted thanks to our LINX Quality Control Process (QCP). LINX QCP is our new automated cargo-tracking system capable of providing LINX Port Services' Pure Car Carrier (PCC) customers with timely and transparent discharge information.

Already in action at all LINX's sites servicing PCC, LINX QCP will also provide our customers with a new, secure online portal giving them access to the real-time data they want, when they want it.

The winners will be announced on Thursday, 17 February in Sydney. Well done to everyone involved in this remarkable achievement.



LINX LEGENDS

Executive Assistant to Group CEO, Brett Grehan - Tiffany Riches



Pictured: Tiffany Riches, Andrew Batch, Chris Simpson, Brett Grehan, Claire Robertson, Emma Porteous, Gavin Hudson, Eliza Anning

Tiffany has been awarded with the Powered by People LINXLegend award for going above and beyond to ensure that the transition into the new Sydney office was a seamless and positive experience for everyone.

Tiffany was extremely organised and had all the details covered for the move, even down to the environmentally friendly welcome pack each person received.

Great work Tiff!



C3 Green Triangle named finalists



C3 Green Triangle (Portland, VIC) have been named finalists for the Safety Excellence Award for the 2021 [Green Triangle Timber Industry Awards](#).

This result is in recognition of the substantial improvements to processes, sustainability, technology systems and safety culture that the team has made over the last two years.

"These changes in safety have taken a considerable amount of time, education and development by managers, supervisors, and staff across all operations in the Green Triangle. This exciting outcome validates the great efforts made by our team over the last few years", said C3 Australia Regional Manager – Green Triangle, Hayley Filipovic.

C3 on the lookout for wildlife



Recently one of our C3 Buncher Operators in Esperance, WA noticed a Tawny Frogmouth nest in a blue gum tree.

After halting operations, marking out an exclusion zone and halting operations in the area, a drone was sent out to fly above the nest to check for fledglings where it was confirmed empty and safe to continue operating.

A meeting was then held with all involved to discuss how the situation was handled and the process followed. "From my perspective, this was well managed and executed right from the Operator and Crew Leader through to the Harvest Supervisor and Customer" said General Manager - Planning and Operations, Dale Cameron.

Fun fact, did you know Tawny Frogmouths aren't owls? They are more closely related to the Nightjar bird.



Showcasing our sites LINX Logistics, Griffith, NSW



We spoke with Regional Linehaul & Depot Manager, Bill Alpen

What is your site's role at LINX CCG and what does a typical day look like?

We provide transportation services for domestic food, wine and raw materials to and from the Griffith & Central West region to capital cities.

How long has your site been operational?

It will be 20 years this June since Patrick acquired the family business which originated in 1942. We moved to our current site during November 2002.

What are some examples of projects you are currently working on?

We are currently increasing the implementation and utilisation of modular B triple trailing equipment across all routes.

How long have you been in your role for?

Inclusive of the change of ownership, I am approaching 35 years involvement in the Logistics Industry as of April this year.

What is a goal your site is working towards this year?

Our aim is to become an employer of choice by providing our employees with modern equipment to work with and a rewarding and safe place to work. We will also look to increase the utilisation of larger capacity trailing equipment.

What are some interesting statistics about your work site?

Each year we provide road transport services for more than 200,000 tonnes of product.



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EXPRESS

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Around LINX CCG



Great views from our C3 site in Walcha, NSW, photograph taken by Senior HR Business Partner LINX Logistics, Rail & C3, Ally Ballard

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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