



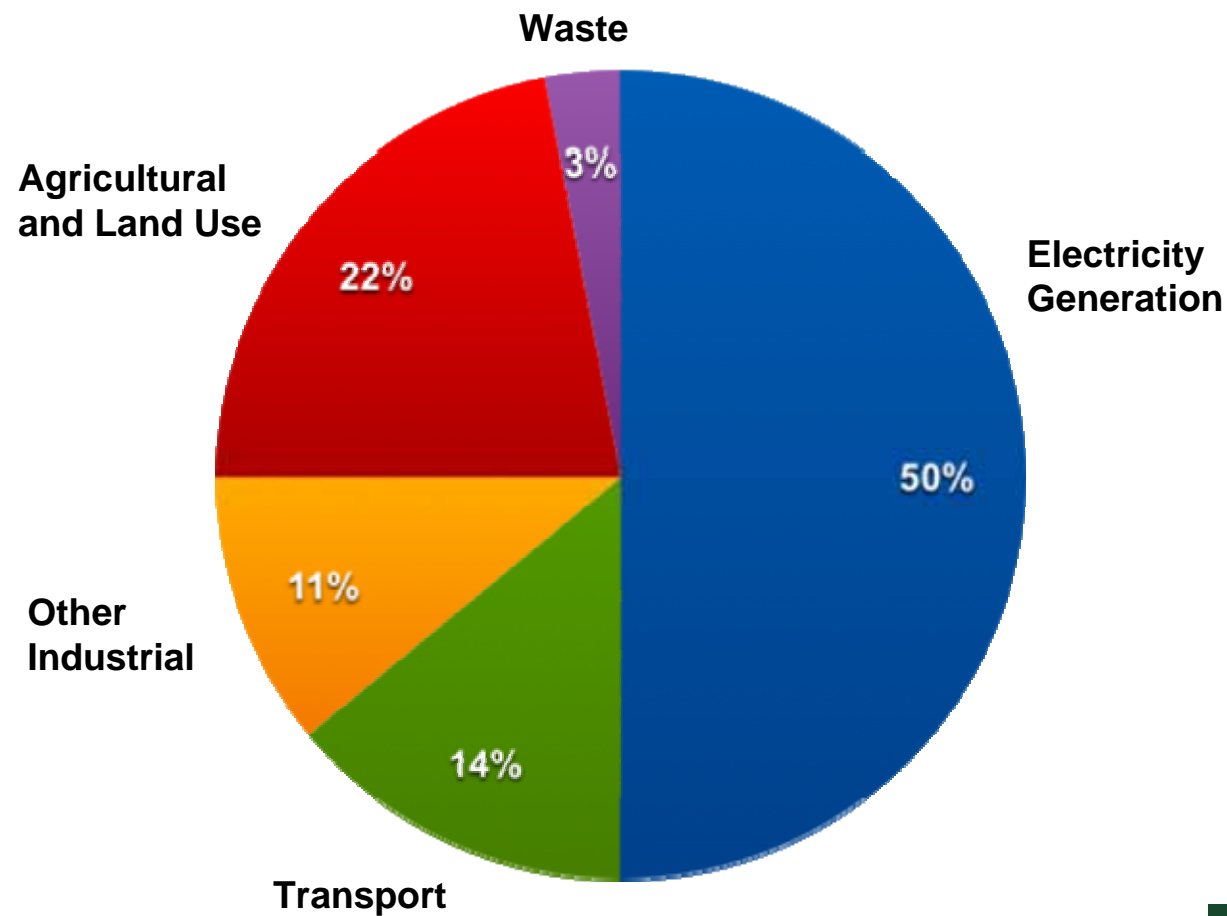
Linfox Logistics Greening Transport



vision
ZERO ZERO Fatalities
ZERO Injuries
ZERO Motor Vehicle Accidents
ZERO Net Environmental Emissions
ZERO Tolerance of Unsafe Behaviour & Practices

Simon Strauss
October 8, 2009

Sources of Australia's Greenhouse Gas Emissions

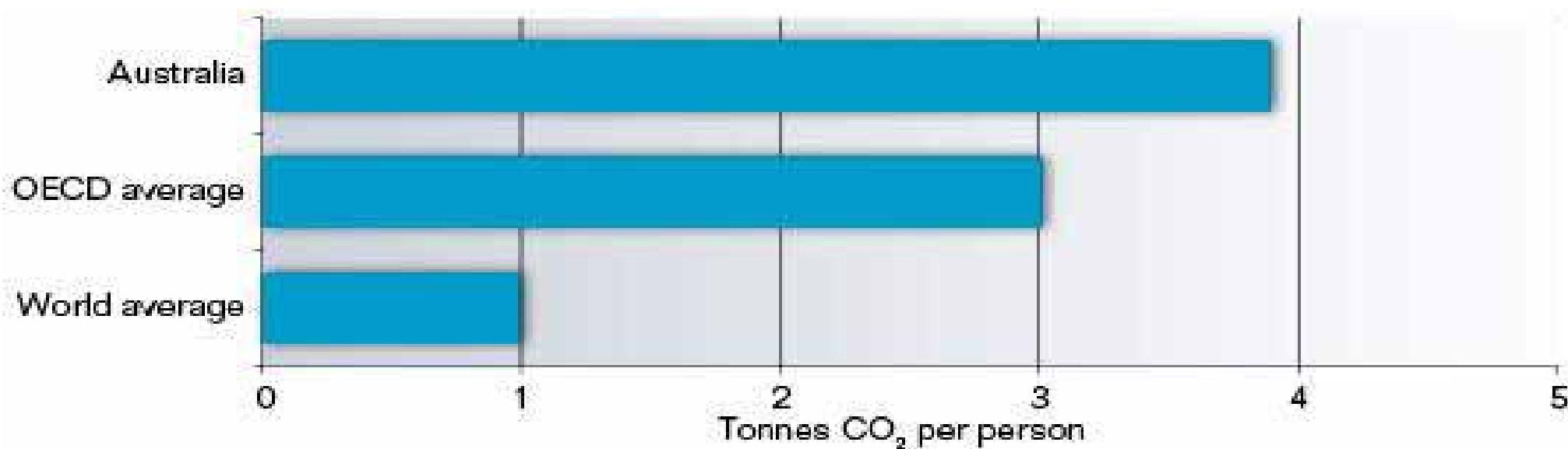


Source: Australian Greenhouse Office (2005) National Greenhouse Gas Inventory

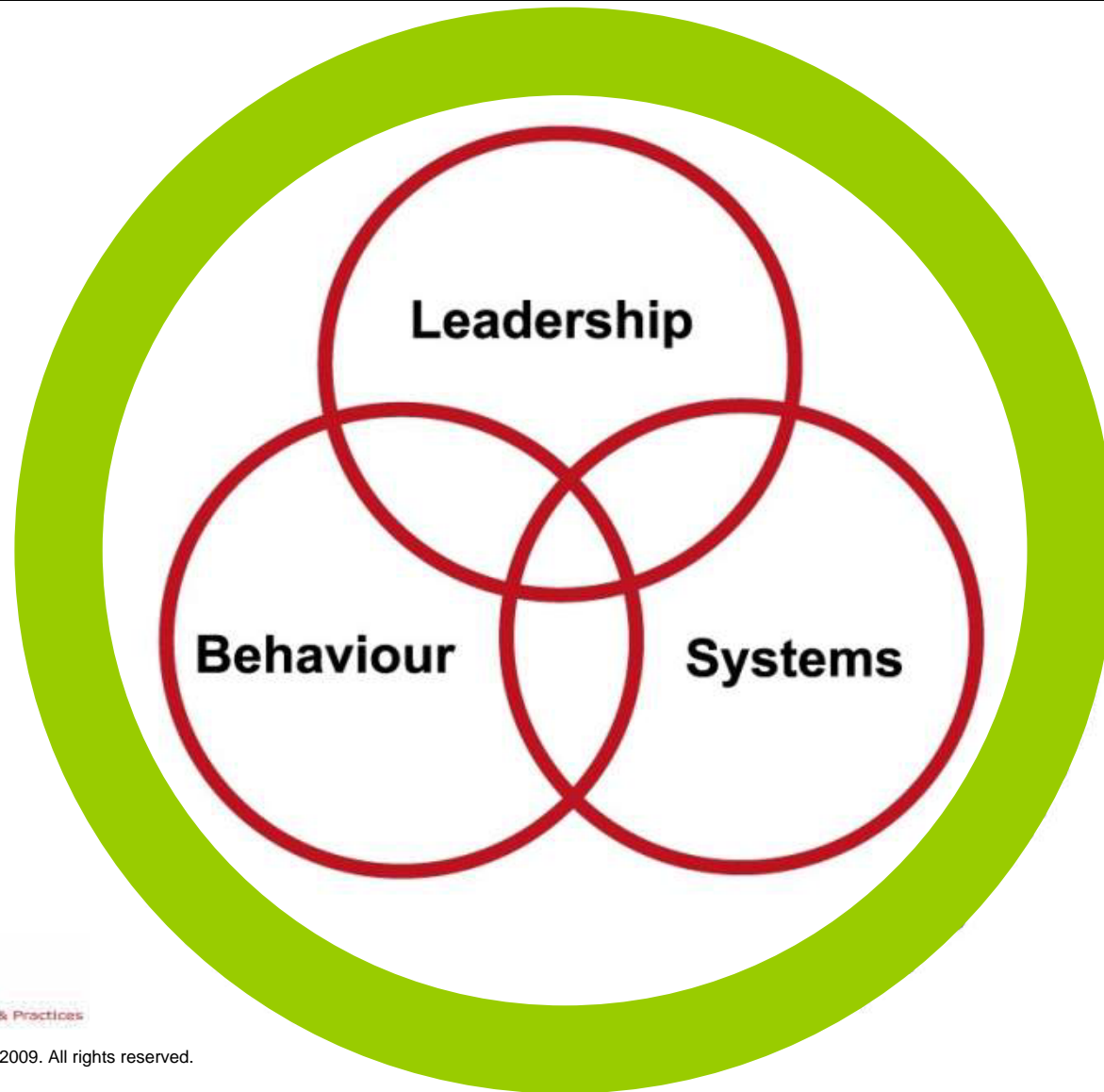
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Greenhouse Gas Emissions – Transport per Capita



Structure of the Linfox Strategy

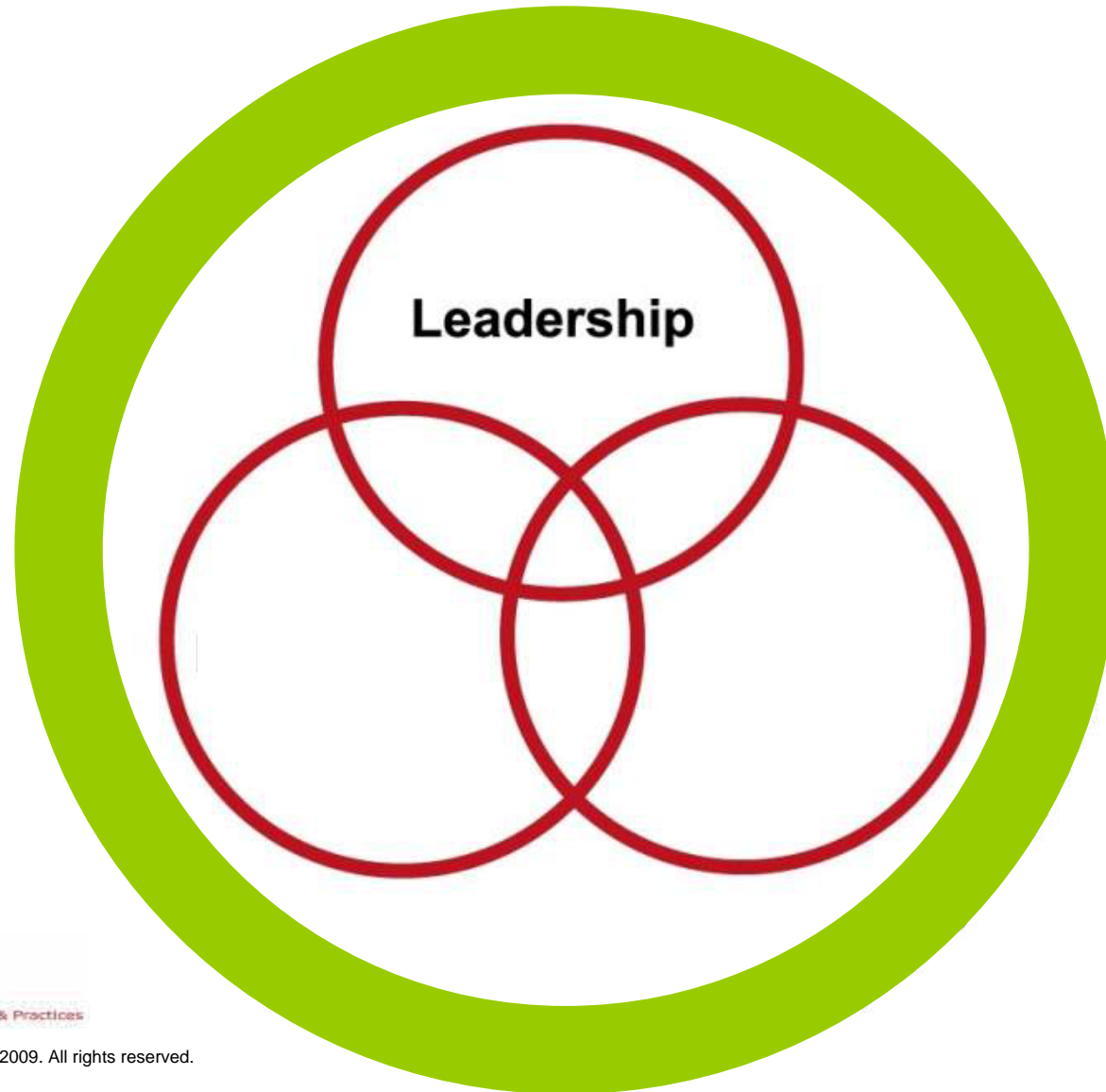


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Leadership – Defining the Linfox view of the Climate Debate



1. We have accepted the scientific evidence that Climate Change, caused by Global Warming is a reality
2. We have accepted that, on balance, it is most probable that man made emissions play a part in Global Warming
3. We have accepted that Transport is a significant contributor to man-made CO2-e emissions
4. We have accepted that everyone must play a part in reducing CO2-e emissions.
5. We have adopted a plan based on a Greenhouse Gas Reduction Cycle that impacts on all aspects of our business
6. We regard reducing use of energy and thereby emissions is good for the environment and good for business



“Linfox will reduce its rate of greenhouse gas emissions from its global operations by 15% by 2010 based on 2006/2007 emission levels” - Peter Fox - Chairman

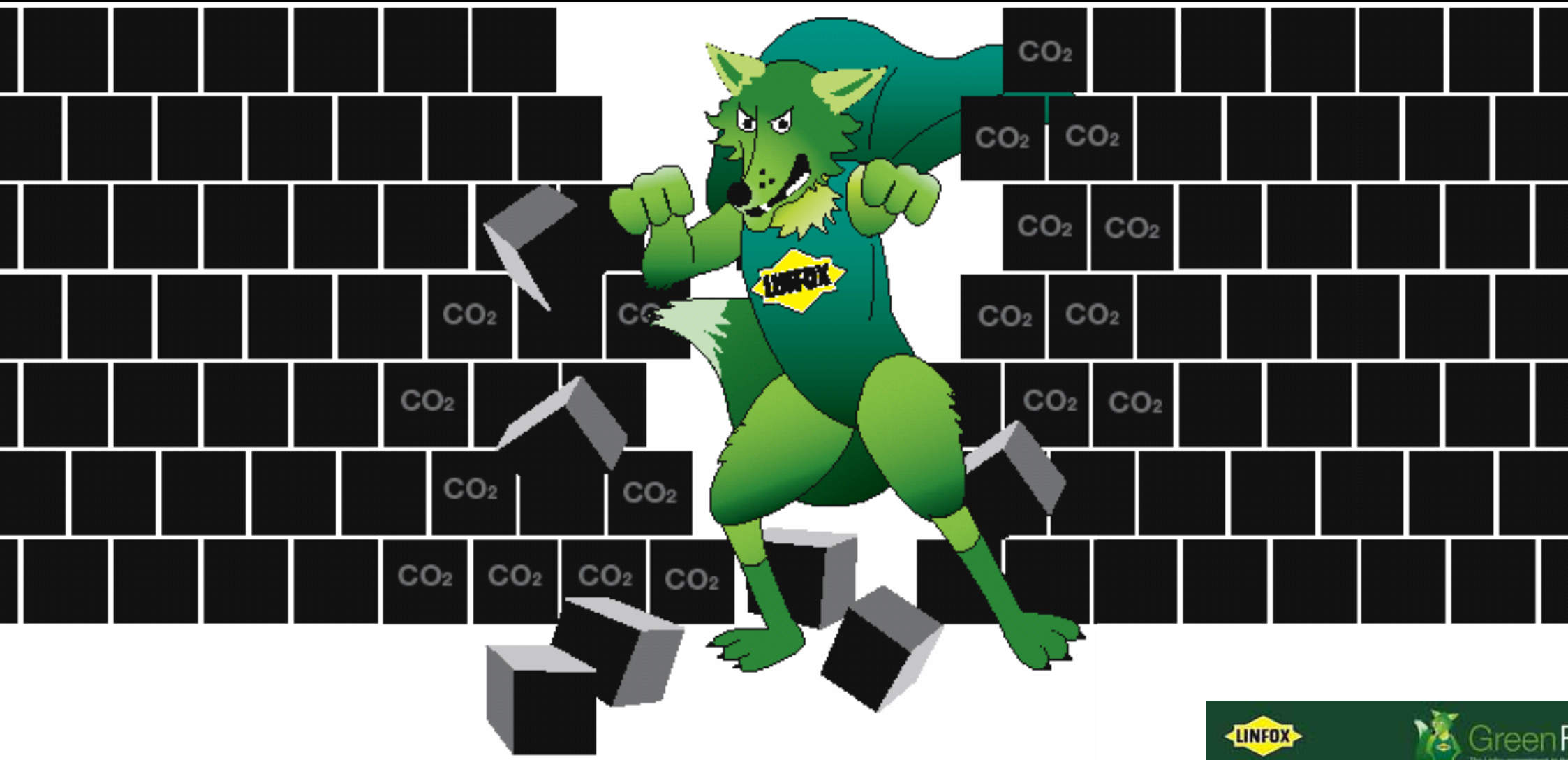
Leadership – Environmental workplace champions, ‘GreenFoxes’



The GreenFox Logo is now used as the Brand Identity of Linfox Environmental Campaign



GreenFox
The Linfox commitment to the environment



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Behaviour - 15% GHG Rate Savings by 2010: new technology?



“If I had asked the public what they wanted, they would have asked for a faster horse.”

Henry Ford

“I don’t think there will be one silver bullet, one technology which is a breakthrough and solves all the issues and problems. Mercedes is working on a range of solutions, including hybrids, fuel-cells, plug-ins and LPG with many prototypes already on the road”

Dieter Zetsche, Chairman Daimler, Sydney, August, 2008

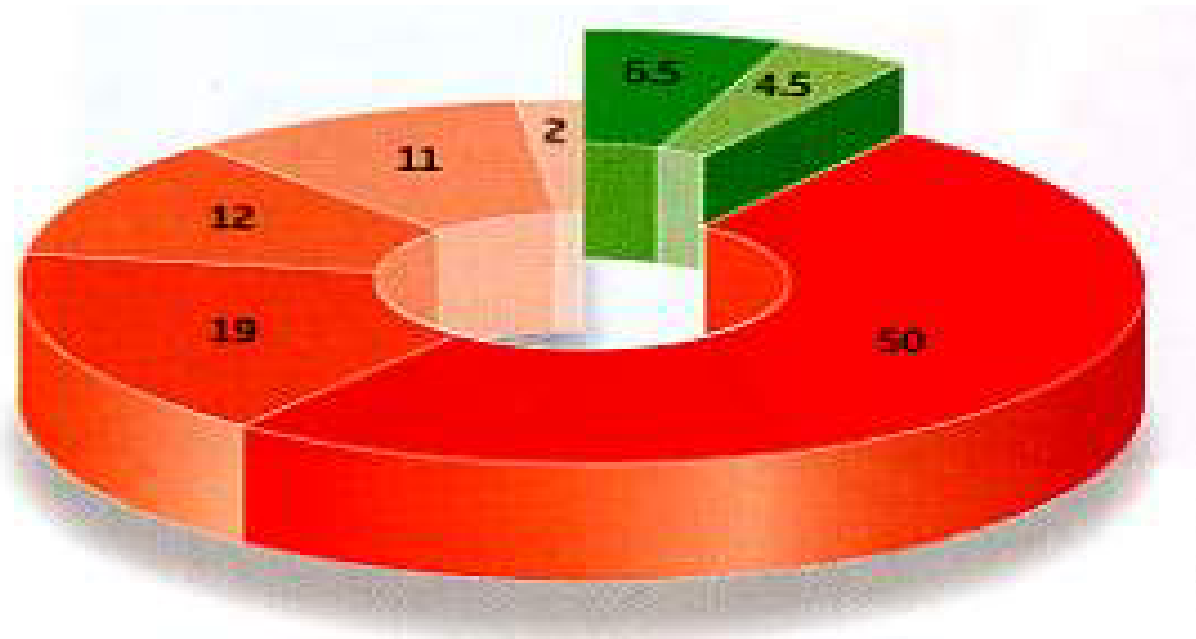
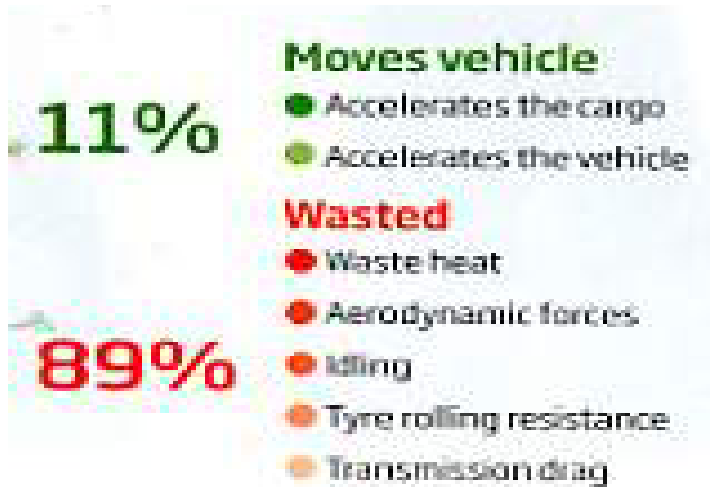
Australia (and Linfox) is a recipient of innovative Heavy Vehicle technology developed and manufactured in much larger markets. This improvement, at the moment, is in the hands of other sectors. However, the way in which we operate and deploy technology is within our direct control.



Behaviour - 15% GHG Rate Savings by 2010: old technology?

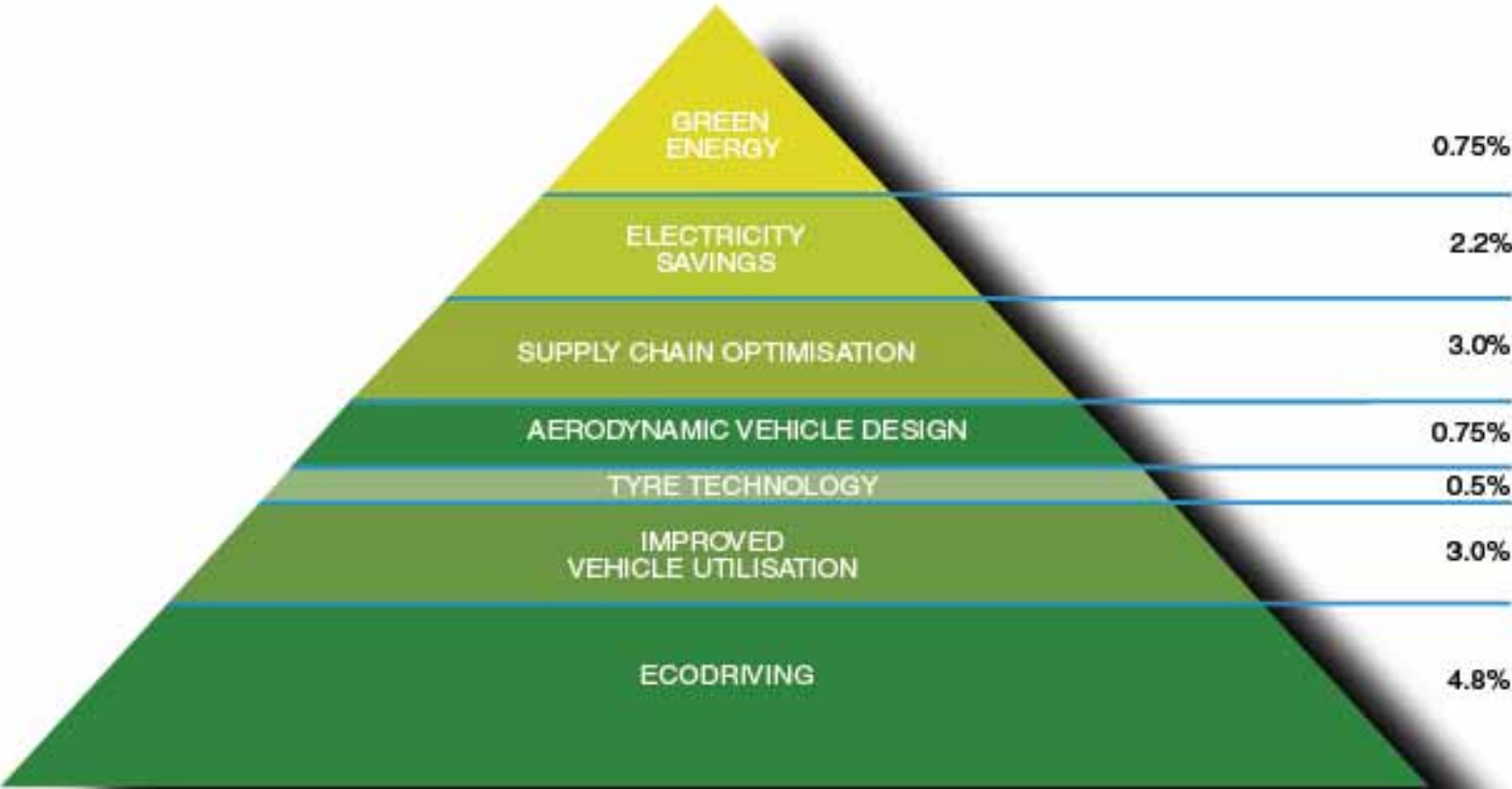


Only 6.5% of the energy in a long-haul truck's fuel is used to shift the cargo inside it

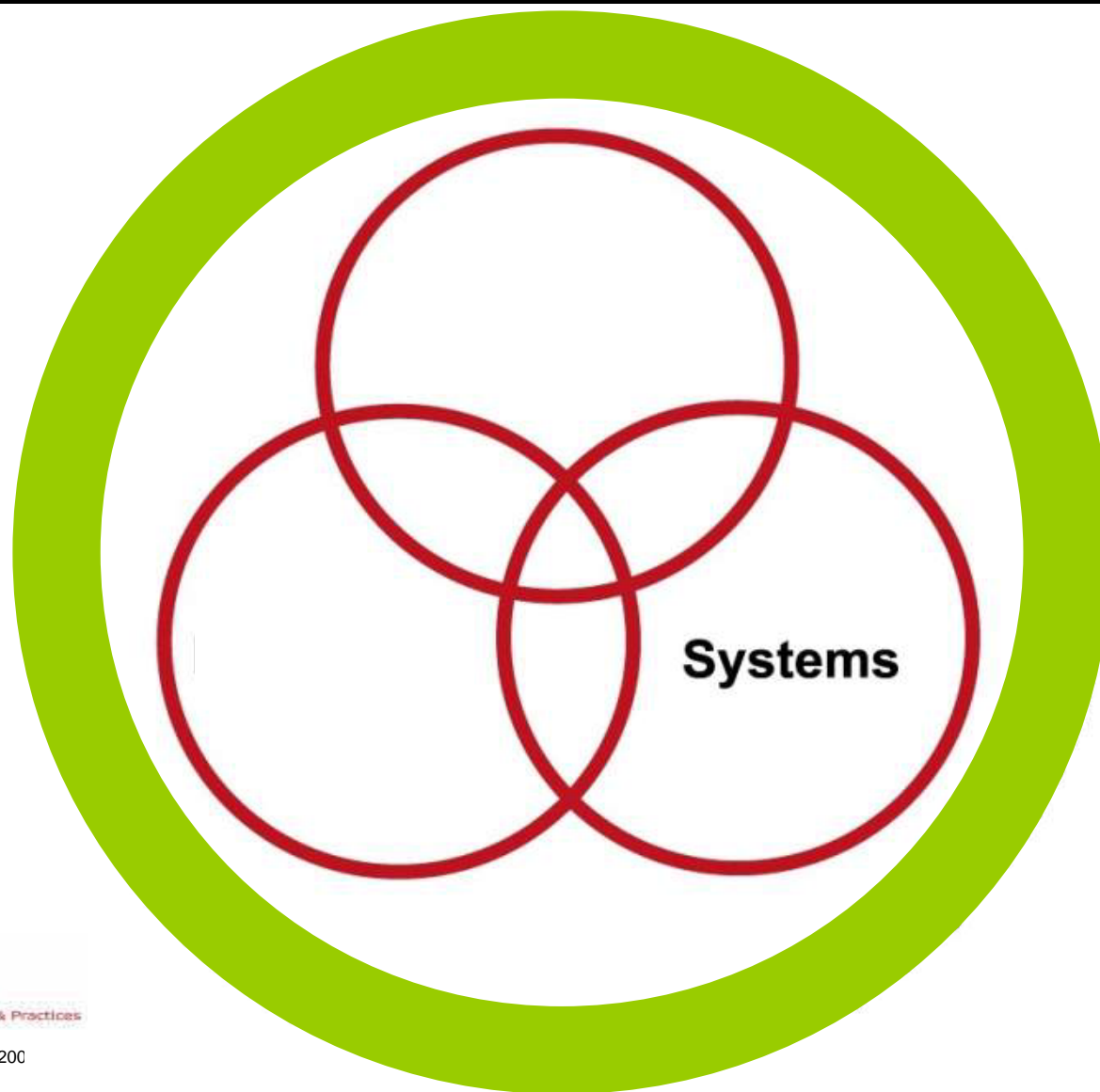


Source: New Scientist Magazine, August, 2009

15% GHG Rate Savings by 2010: where from?



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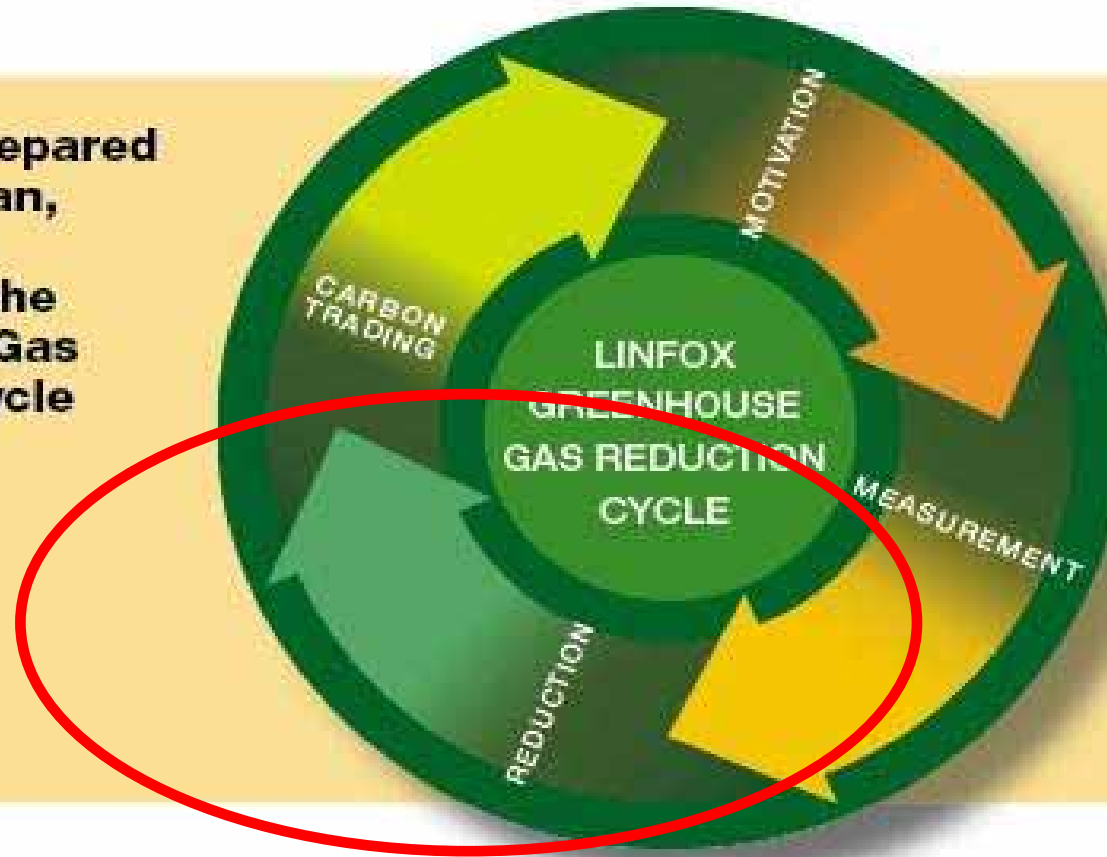
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Linfox Systems - Greenhouse Gas Reduction Cycle

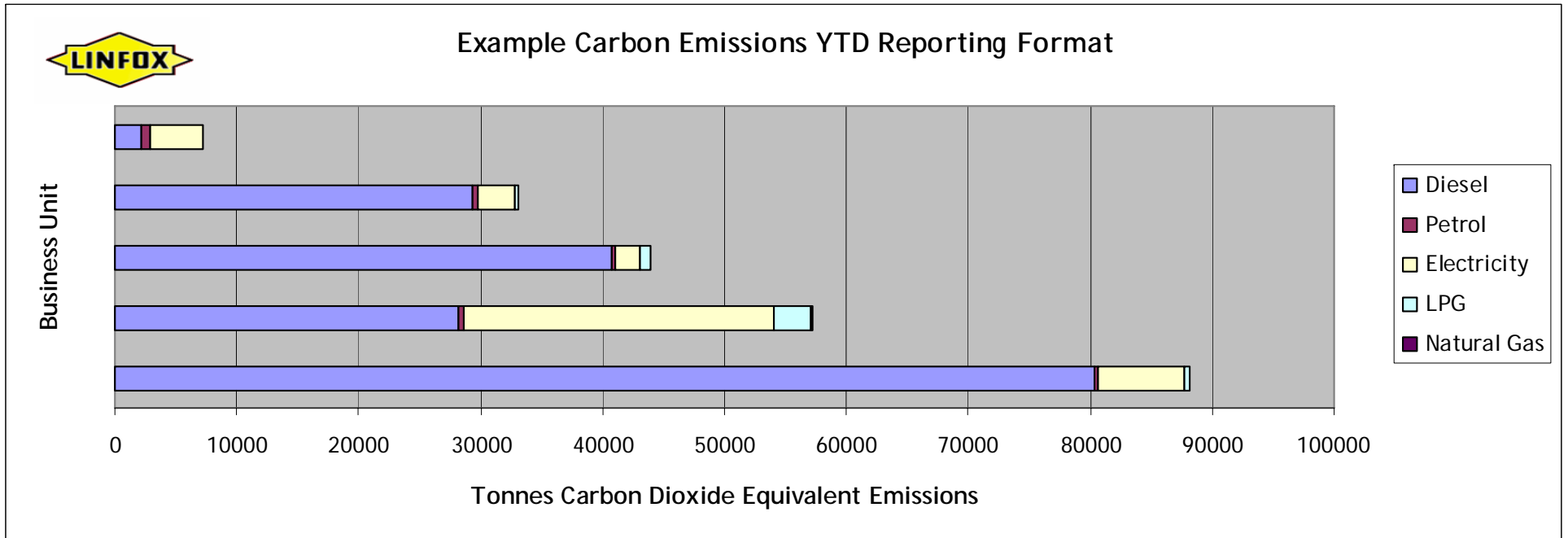


Linfox has prepared a dynamic plan, based on the elements of the Greenhouse Gas Reduction Cycle

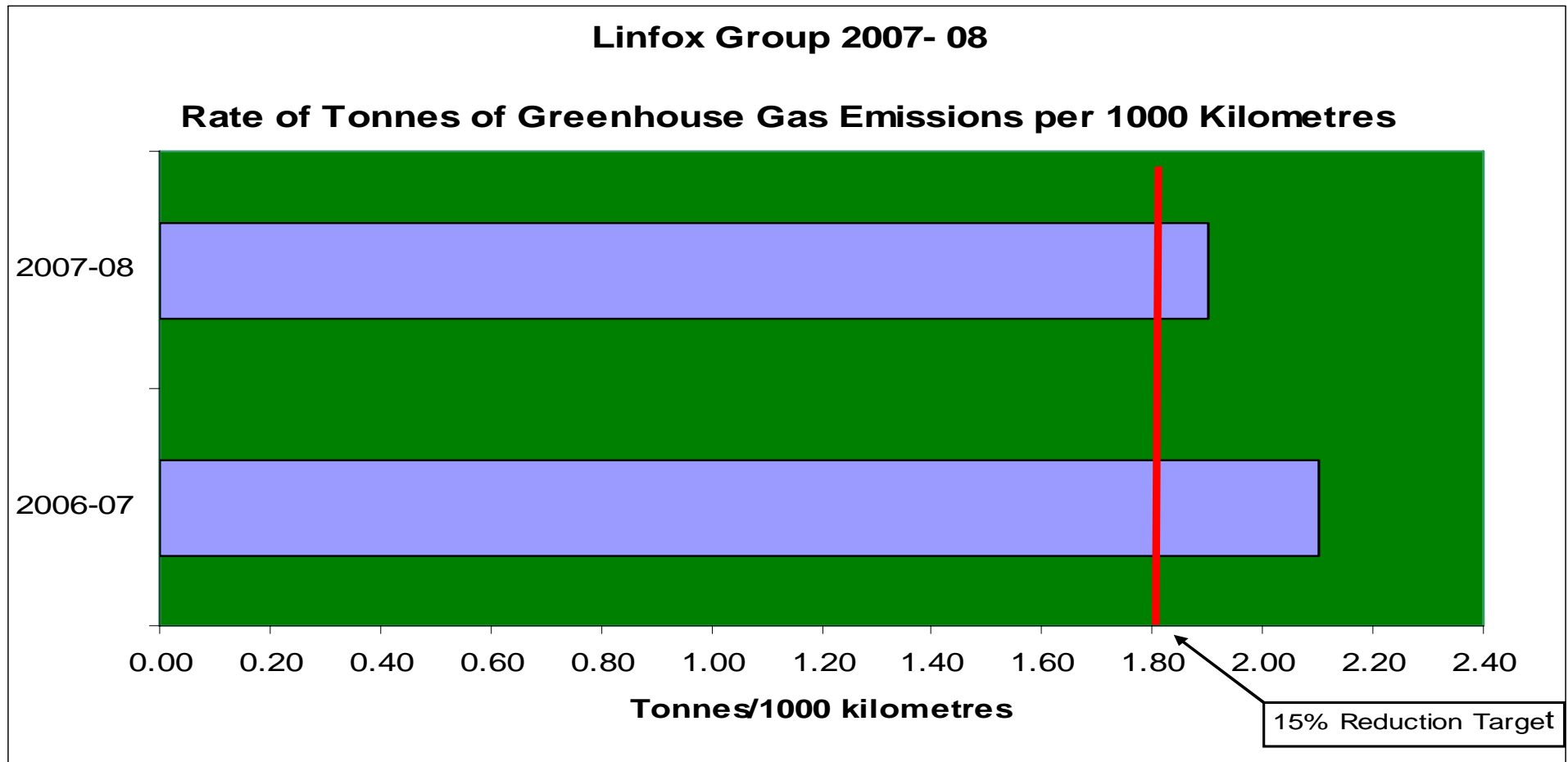


This is where we are now in the cycle

Systems – SAP Reporting Outputs



Rate of Greenhouse Gas Emissions Progress



Linfox Logistics' strategy 2009 ▶ 2012



Our Vision

To be the supply chain solutions provider of choice throughout the Asia Pacific region

Our strategy builds on the **Competitive Differentiators** that distinguish Linfox as a premium supply chain solutions provider

The strategy is **phased** to address the local economic conditions in our Asia Pacific markets:

- From 2009-2010 we will continue to improve safety.

Our Competitive Differentiators

Safety is the cornerstone of our business

We will **grow sustainably** and maximise returns to our shareholder

We develop **deep customer relationships** based on **operational**

We are committed to

Actions we will take

- Continue the Vision Zero program across all our operations
- Optimise our assets
- Targeted growth
- Work collaboratively with our customers
- Operational improvement programs
- Training and development programs for blue and white

- Improve %EBT by 2% by 2012
- Revenue growth as per plan
- Overheads < 5% revenue by 2010
- Retention and growth of key customer relationships
- Best in class service delivery metrics
- Every staff member completes at least one

- 15% reduction on carbon emission rates by 2010 (from 2007 base)
- Deliver excellent implementations and
- > 50% of our staff complete
- 40% of our staff from Asia by 2012

How we will measure success

- LTIFR < 1 in 2012
- MTIFR < 7 in 2012
- MVAFR < 2 in 2012

- Retention and growth of key customer relationships
- Best in class service delivery metrics
- Every staff member completes at least one

- Retention and growth of key customer relationships
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- Every staff member completes at least one

We lead our industry in caring for the environment

- GreenFox program to reduce greenhouse gas emissions

- 15% reduction on carbon emission rates by 2010 (from 2007 base)

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We have the scale **across Asia Pacific** to deliver a full range of supply chain solutions

- Deliver excellent implementations and
- > 50% of our staff complete
- 40% of our staff from Asia by 2012



Linfox is committed to reducing greenhouse gas emissions through improved business practices, environmentally friendly technologies and the behaviour of our people.

“Linfox will reduce its rate of greenhouse gas emissions from its global operations by 15% by 2010 based on 2006/2007 emission levels” - Peter Fox - Chairman



GreenFox

The Linfox commitment to the environment





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