



# Linfox Logistics

# Sustainability

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Group Manager, Sustainability

**vision**  
**ZERO** ZERO Fatalities  
ZERO Injuries  
ZERO Motor Vehicle Accidents  
ZERO Environmental Exceedances  
ZERO Tolerance of Unsafe Behaviour & Practices

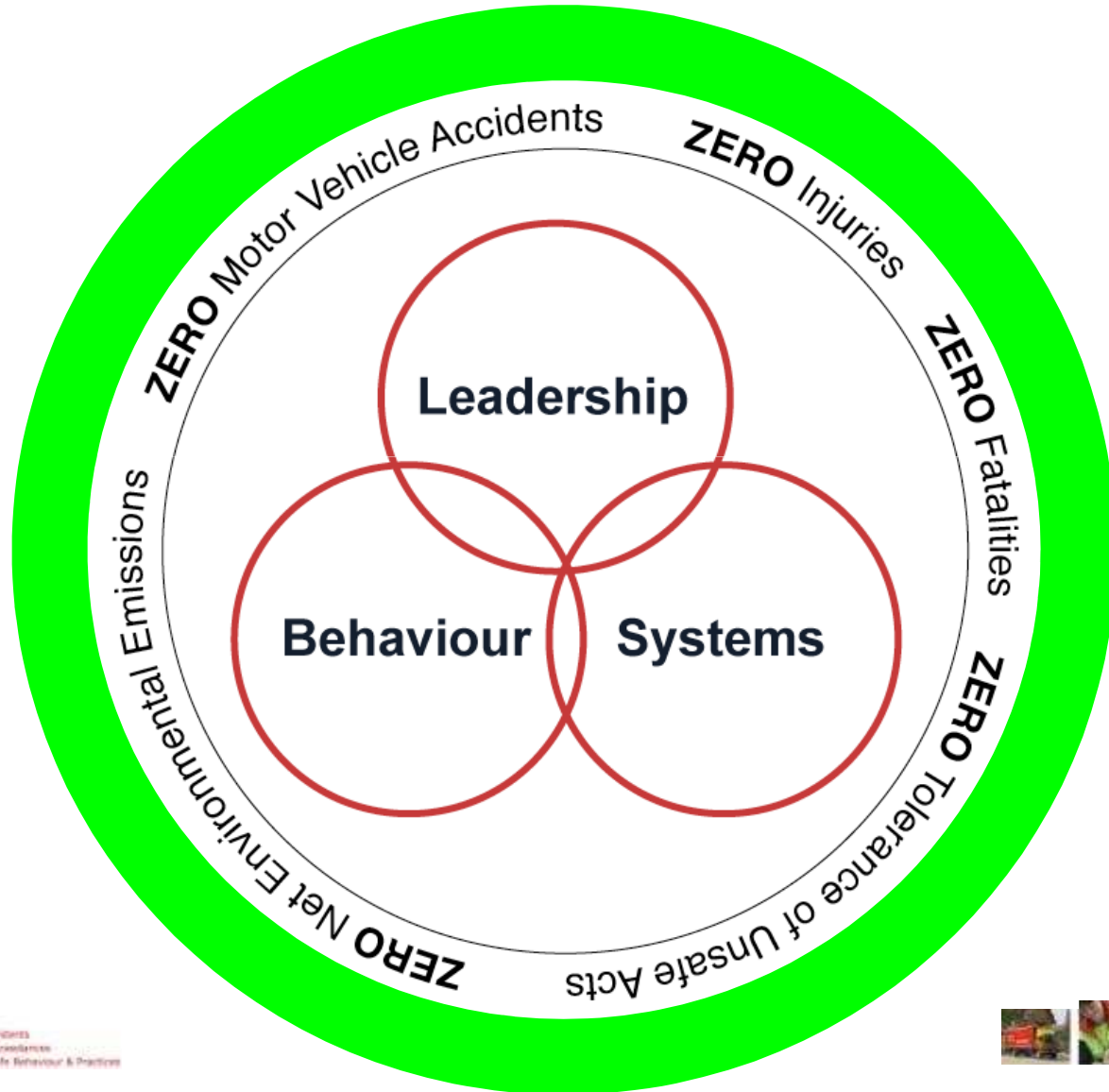


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# Vision Zero journey continues



**vision ZERO**  
ZERO Fatalities  
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ZERO Tolerance of Unsafe Behaviour & Practices





**GreenFox**  
The Linfox commitment to the environment

# Sustainability

Strategic plan 2011-13



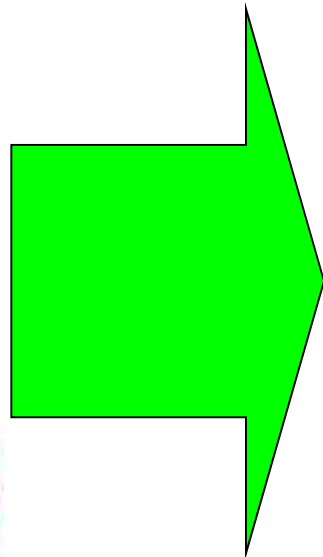
Sustainability means meeting our needs without compromising the ability of future generations to meet their own needs  
**Peter Fox-Chairman**



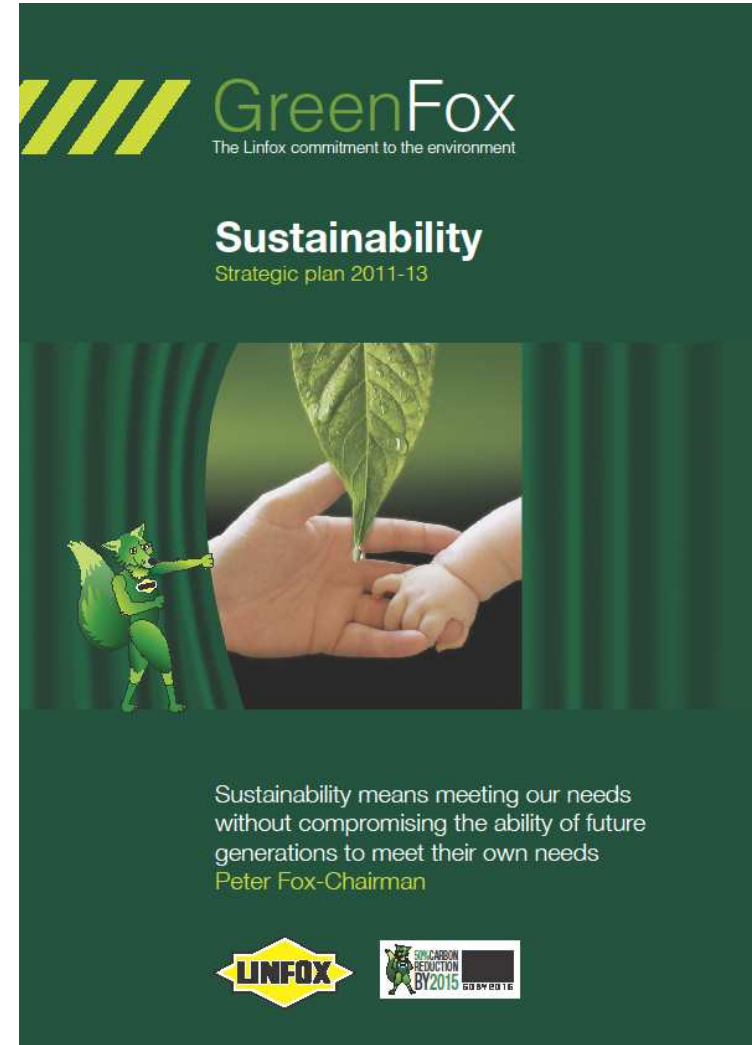
# Linfox has adopted the One Planet Living model of Sustainability



1. Zero Carbon
2. Zero Waste
3. Sustainable Transport
4. Local and Sustainable Materials
5. Local and Sustainable Food
6. Sustainable Water
7. Natural Habitats and Wildlife
8. Culture and Heritage
9. Equity and Fair-trade
10. Health and Happiness



vision  
**ZERO**



# Linfox Systems Greenhouse Gas Reduction Cycle



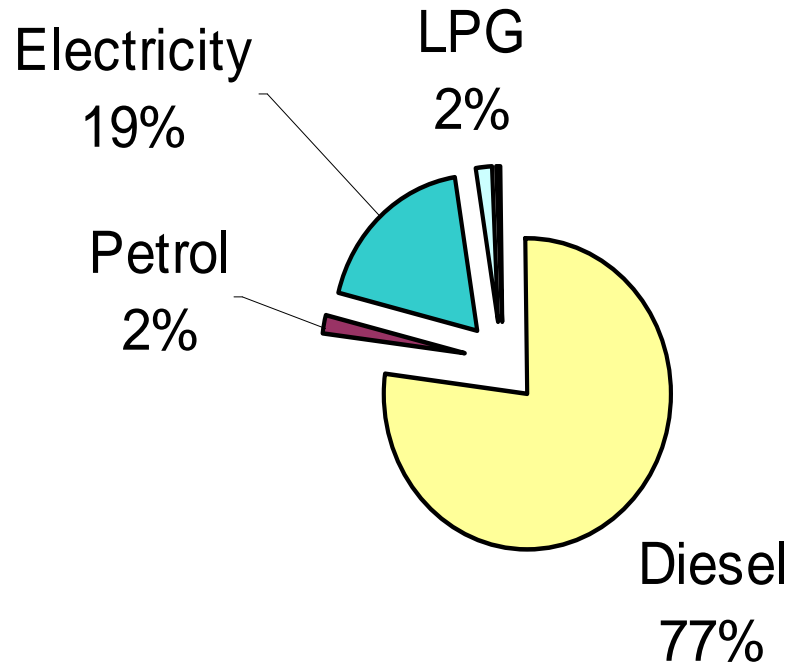
Linfox has prepared a dynamic plan, based on the elements of the Greenhouse Gas Reduction Cycle



# Sources of Linfox Greenhouse Gas Emissions



Total Carbon Emissions Linfox Group (Aust.),  
June 2010

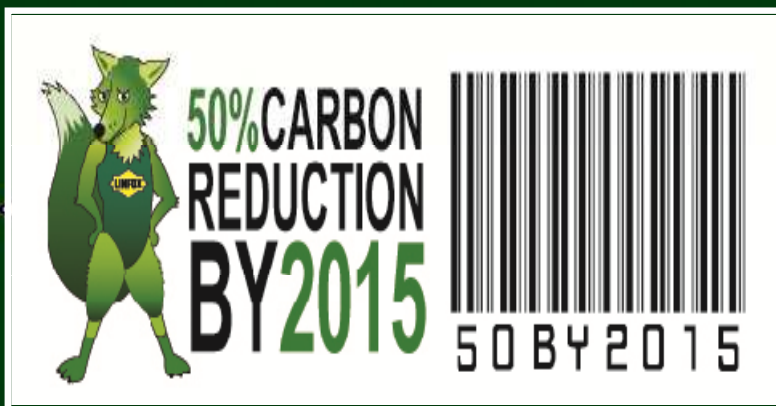


## Linfox Leadership – A new target for improved environmental performance



“Linfox will reduce its rate of greenhouse gas emissions from its global operations by 50% by 2015, based on 2006/2007 emission levels”

Michael Byrne, March 2010



GreenFox

The Linfox commitment to the environment





# Linfox Logistics' 2015 Strategy

## Our Vision

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

We will retain our strong culture, our competitive differentiators and our strategy of focusing on deep customer relationships

We will earn the right to grow with our existing customers by continuing to deliver consistently excellent service and continuous improvement

- Strong growth in the Resources sector and our Asian markets
- Moderate growth in the mature Australian and New Zealand markets

We will also pursue targeted new business, particularly in Asia

### Our Competitive Differentiators

### Actions we will take

### How we will measure success in FY15

**Safety is the cornerstone of our business**

- Continue the Vision Zero program in all parts of our business

- LTIFR < 1
- MTIFR < 2
- MVAFR < 1

**We will grow profitably and deliver fair returns to our shareholder**

- Grow sub-scale Asian operations to be profitable
- Fix underperforming accounts

- EBT > 4%
- Deliver plan EBT, free cash, & revenue targets
- Overheads < 5% revenue

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

- Keep delivering consistently excellent service
- Formalise our continuous improvement capability

- 15+ major customers in Asia
- Share of wallet growth
- Best in class service KPIs
- Customer satisfaction > 7/10

**We are committed to developing our people**

- Training and on-the-job development programs at every level, and in all geographies

- Everyone completes at least 1 training program each year
- Customer feedback confirms our bench strength is strong

**We lead our industry in caring for the environment**

- GreenFox program
- Innovation to reduce CO2e emissions

- 50% reduction in CO2e emission rate vs 2007 baseline

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

- Accelerate our Asian growth
- Develop appropriate new service and technology offerings

- > 50% staff, > 25% revenue from outside Australia



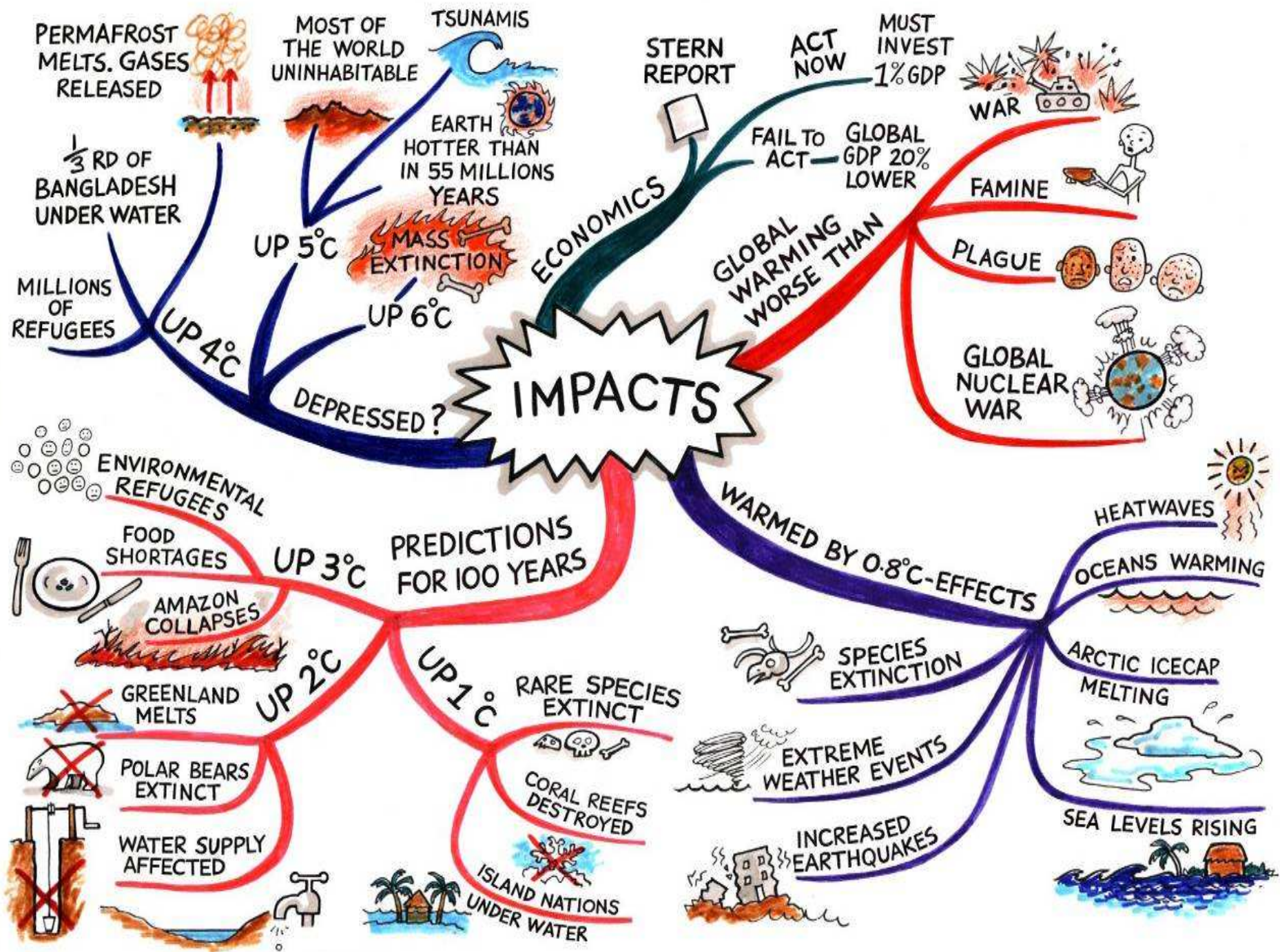
# Reducing Emissions – Why?

## Linfox view of the Climate Debate

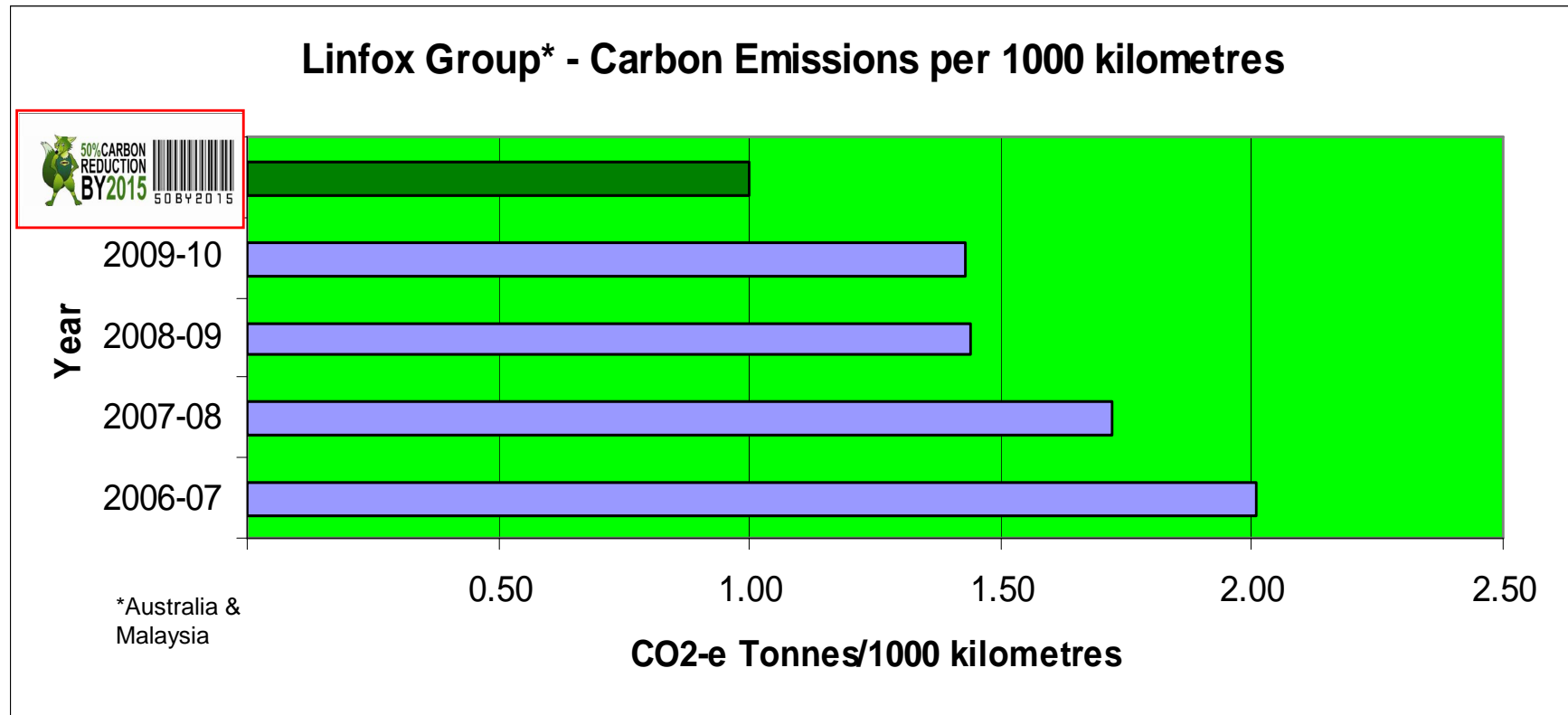


1. We have accepted the scientific evidence that Climate Change, caused by Global Warming is a reality.
2. We have accepted that, on balance, it is most probable that man made emissions play a part in Global Warming.
3. We have accepted that Transport is a significant contributor to man made CO2-e emissions.
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 Sustainability - Rate of Greenhouse Gas Emissions “50%by 2015”

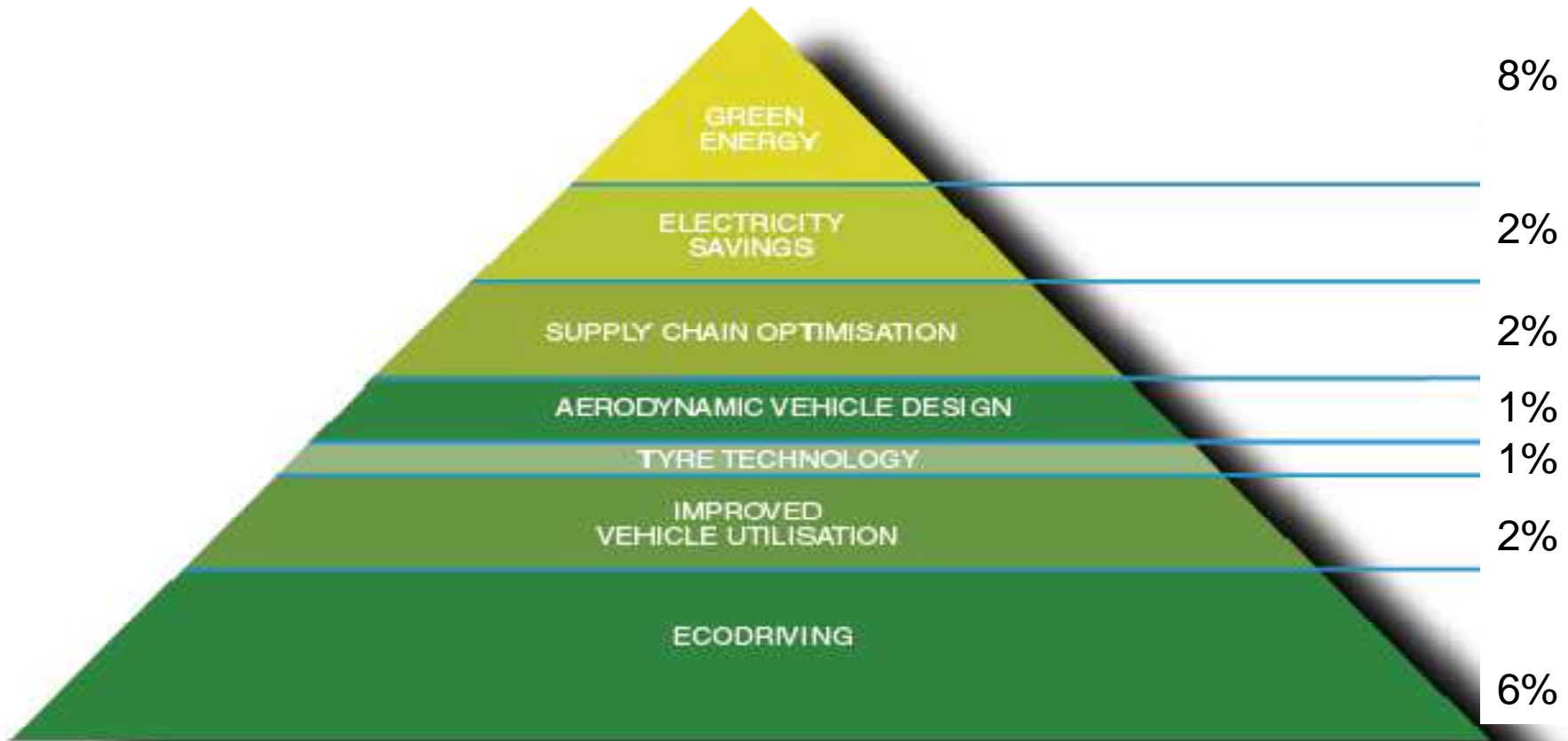


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# How to get there?

## - areas of future Greenhouse Gas Reductions

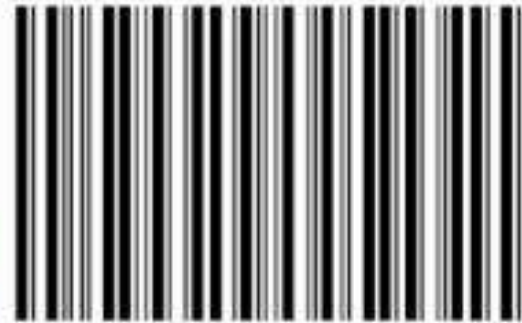


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50% CARBON  
REDUCTION  
BY 2015



50BY2015



# We expect Linfox people to behave consistently with our values



## Integrity

Honest, ethical dealings within the letter and spirit of the law



## Teamwork

Working towards a common goal in a collaborative, inclusive manner



## Individual Accountability

Accepting responsibility, a sense of urgency, an eye for detail and a “can do” attitude



## Mutual Support and Respect

Being available, respect for others’ opinions, time, feelings and by use of appropriate language



## Trust and Openness

Facilitating frequent, transparent two-way communications



## Courage

To risk going beyond our comfort zone and to learn from our mistakes



## Fairness

Accepting of a difference of opinion and achieving balance and equity in outcomes



## Uncompromising Standards

Care for health, safety and the environment as well as living and promoting our values in a