



October 2009

THE LINFOX GROUP – BACKGROUNDER

IN THE BEGINNING

Lindsay Fox started business at 19 years of age with one truck in Melbourne in 1956. He delivered fuel in winter and soft drink in summer. The business grew with the addition of vehicles, warehouses and a wide variety of leading customers and today is Australia's second largest privately owned company.

THE LINFOX GROUP TODAY

Lindsay Fox and the Fox family are involved in all facets of the Linfox Group of businesses. Lindsay's son Peter is Chairman of the Linfox Group.

The Group has more than 17,000 people working in 11 countries, with a range of related business activities. The Linfox Group has four operating divisions:

- Linfox Logistics
- Linfox Property Group
- Armaguard
- Linfox Airports.

1. LINFOX LOGISTICS

Linfox Logistics provides sophisticated supply chain solutions to leading companies in 11 countries. With around 15,000 people, its vision is to be the supply chain solutions partner of choice across the Asia Pacific region.

Linfox Logistics' CEO, Michael Byrne's entire career has been in the logistics industry and he brings a wealth of experience and industry knowledge.

Linfox's 2003 acquisition of Mayne Logistics provided tremendous business growth in Australia and Asia.

The purchase of FCL Interstate Transport Services in 2006 boosted Linfox's Linehaul and rail business while the purchase of Provincial Freightlines in 2007 doubled Linfox's New Zealand presence. The 2007 acquisition of Westgate Logistics established Linfox as an Australian leader in the warehousing, retail and Fast Moving Consumer Goods (FMCG) sectors.

Linfox Logistics in focus

Linfox Logistics has four key business units focused on specific industry sectors. These provide customers with industry specialists and tailored solutions for their supply chain operations. The key business units are:

- **FMCG**

The FMCG (Fast Moving Consumer Goods) Business Unit manages key product categories for leading producers of:

- Food and beverages
- Household and personal care
- Pharmaceuticals
- Other FMCG products

- **Retail**

Retail has three key market sectors:

- Food and Liquor
- Megastores and Express
- Personal and Household.

- **Industrial**

The Industrial industry sector has the following areas of focus:

- Resources
- Wood, Packaging, Print Solutions and Events Management

- **Linehaul**

The Linehaul group provides interstate transport in Australia via rail, road and sea. It provides long distance trucking and freight forwarding services.

LINFOX LOGISTICS IS SUPPORTED BY:

Information Technology

The IT division houses Linfox's highly sophisticated Supply Chain Solutions Planning team which works as an in-house consultancy. The group combines a range of international experience and leading technology to offer our customers innovative and value generating solutions for their supply chains.

The IT division also provides a highly specialised range of supply chain management services with a range of sophisticated systems used to design and manage customers' supply chain activities. Linfox's key systems are based on a SAP platform which uses Microsoft BizTalk to integrate seamlessly with our customers' systems. Linfox is also an accredited SAP logistics partner.

People and Finance

Linfox has a strong commitment to developing its people, including its Linfox College learning facility. It has highly efficient financial reporting and administration services supporting the business.

Our people ensure that all activities for the group function efficiently and effectively for our customers. This includes a proactive safety program, compliance with all regulations and Linfox policies and delivering service excellence.

2. LINFOX PROPERTY GROUP

Linfox Property Group manages property leasing to support the Logistics operations across the Asia Pacific region. The Property Group also owns the Phillip Island Grand Prix Racetrack, the home of the Australian Motorcycle Grand Prix.

3. LINFOX AIRPORTS

Linfox operates airports at Avalon and Essendon in Melbourne. The airports offer a range of aerospace services and the Jetstar terminal at Avalon has seen a dramatic boost in passenger movements and employment. The two airports undertake more than 75,000 aircraft movements per year. Avalon is also home to the Australian International Airshow.

4. ARMAGUARD

Armaguard is an iconic Australian brand with over 70 years experience in the precious cargo industry. It is the dominant player in the Australian cash logistics market Armaguard Currency Management has developed and integrated processes and systems that provide currency forecasting, processing and logistics.