

Solutions

Asia Pacific December 2011



New Volvos join outback fleet



In this edition

Focus on Vietnam	P4
Thailand floods	P10
LeanFox takes flight	P13
Smart planning	P23



SUPPLY CHAIN SOLUTIONS

Sharpening our focus

Intensely competitive markets demand a sharp focus on business improvement.



It is vital that the pace of change at Linfox matches the pace of change in the Asia Pacific and global economies.

'When the speed of change in your external environment exceeds the speed of change in your internal environment you have a problem'. This is why we added the word 'adaptable' to our Vision Statement. 'To deliver service excellence and adaptable supply chain solutions across Asia Pacific' reflects our focus on being agile and adaptable in our ever-changing external environment.

While there are many uncertainties in the global economy and in the Asia Pacific region, Linfox is implementing programs to meet our 2015 Strategy goals.

Consumer demand in Asian economies in which Linfox operates remains strong and our customers' market and infrastructure needs continually expand. Our work across Asia continues to grow strongly and today 70 per cent of our workforce lives and works in Asia.

In Australia much of our growth in the last two years has come from providing supply chain solutions to the booming resources industry and we are investing in leading transport systems for major operations in remote areas.

Our LeanFox continuous improvement program involves training for Linfox employees that was specially tailored

for our industry's needs and is based on established Lean Six Sigma business improvement processes.

More than 150 Linfox employees have received LeanFox training and this pilot group is generating process improvements. LeanFox will be rolled out across the business in a commitment to formalise our continuous improvement program.

Training and education

Linfox is dedicated to training and educating our people. In a world of rapid change improving our people's skills and knowledge is fundamental to the business's ability to adapt and to provide employees with career building opportunities.

Training is fundamental to the ongoing success of our GreenFox program which will see us reduce our rate of carbon emissions by 50 per cent by 2015, based on our 2007 emissions. The Eco-Drive training for Linfox drivers is a key contributor to our success to date.

A range of other strategies also contributed to the 36 per cent reduction in the rate of carbon emissions already achieved. These include better use of power in warehouse and depot operations, utilising carbon mapping in supply chain design and researching better aerodynamics for freight vehicles.

Linfox College delivers a wide range of courses for employees including

online courses, university courses and advanced management studies. Recently 350 employees graduated from a range of Linfox College business and logistics diploma courses, adding to the large number who have already expanded their qualifications.

I am particularly proud of Linfox's Indigenous Employment Program. We developed training designed specifically to smooth the entry into Linfox working environments and this has been very successful, with around 90 Indigenous employees working across the business in a large variety of roles and locations.

The year ahead

While economic uncertainty remains a hot topic, I believe Linfox is in a strong position to continue achieving growth together with our customers in the world's strongest economic region.

We at Linfox value the partnerships we share with our customers. On behalf of all the Fox family and the entire Linfox team, we wish you a Merry Christmas and a Happy New Year in 2012.

Peter Fox - Chairman

Investing in our future

Linfox is investing substantial resources to meet our growth strategy.

Linfox needs the best equipment, systems and people to successfully partner customers and service growth potential across the Asia Pacific region.

More than 100 triple road trains joined Linfox's Western Australia fleet serving the mining industry in the last 12 months. These state-of-the-art road trains are equipped to deliver the safest and most reliable support to some of Australia's largest oil, gas and mining projects.

In Perth we are constructing a resources industry supersite to provide a world class warehousing and distribution centre. The site will provide highly secure and accurate equipment storage, handling and transport planning.

Last month we officially opened a new national temperature controlled DC for Lion Dairy & Drinks. The new DC forms part of an efficient national DC network for Lion's supply chain operations.

Across Asia we are working with our customers and investing in a range of warehouses and vehicles. These investments include new fleet in Thailand, Malaysia and China.

Supporting operations

Having the right IT platform is essential for managing complex supply chain operations. Linfox is a SAP logistics hosting partner across the Asia Pacific

and we are focused on consolidating our warehouse and transport management systems to a SAP platform.

Our IT team partners closely with SAP and we are currently trialling SAP's new TM8 transport management system and its Extended Warehouse Management system. Each of these latest systems can be adapted for unique and complex supply chain scenarios.

We also continue to develop learning opportunities for Linfox people to ensure we have the best operators, managers and future leaders in the logistics industry. Over the last decade, hundreds of Linfox managers have undertaken advanced management degrees at business schools across the world.

Thailand floods

The worst floods in more than 50 years have had a major impact on the lives of the Thai people and on our many employees and our customers.

We coordinated efforts to maintain as much activity as possible from our head office in Bangkok and Linfox personnel from across the Asia Pacific supported our team through this situation.

We have worked closely with our customers to plan contingency solutions and maintain operations.



Our strong customer partnerships are valuable in a long term strategic sense and in times of crisis.

Eye on the future

Recently I was proud to announce Linfox's new vision statement. It reads: 'To deliver service excellence and adaptable supply chain solutions across Asia Pacific.'

This statement encompasses the vital elements for Linfox's future success. We must continue to deliver excellent service to our customers; we must adapt as technology and competition continue to significantly change the economic environment; and we must continue to expand in the Asia Pacific region, which accounts for 60 per cent of the world's population.

Success in achieving our vision rests on Linfox's competitive differentiators and on our capacity to focus on continuous improvement in operations for customers.

As 2011 draws to a close we at Linfox wish you all the best for a successful and prosperous New Year.

Michael Byrne - CEO

Formal opening at Lion site



Peter Ryan.

The Lion DC in action.

The Victorian Government welcomed investment in Melbourne's new Lion Dairy & Drinks DC.

The new chilled warehouse for Lion Dairy & Drinks in Laverton, which began operating earlier this year, is a key link in the beverage giant's national supply chain.

Victoria's Deputy Premier, Peter Ryan officially opened the site in November. He said that investment in a modern technically advanced facility provided vital infrastructure for the state's dairy industry.

"Victoria produces more than 60 per cent of Australia's milk," said Peter Ryan. "Throughout regional Victoria and indeed within my own electorate dairying is a key industry, so I understand the importance of creating efficient links from the farm to the marketplace."

Perfect fit

The DC's location was based on an extensive supply chain modelling exercise. It supports Australia's largest concentration of dairy production and manufacturing, which is based in Victoria and Tasmania.

Linfox worked with Lion Dairy & Drinks for a number of years to realign supply chain operations across their entire product range.

A new national DC in Sydney consolidated ambient product facilities and this was followed with the construction of the chilled products DC in Melbourne. The chilled DC has multiple chambers and a large staging area for the smooth receipt and despatch of products.

Linfox SAP warehouse management,

"The modern technically advanced facility provides vital infrastructure for Victoria's dairy industry."

billing and reporting systems, as well as a visibility layer are in place to provide efficient systems, visibility and control.

Eye on the future

Linfox designed the Lion DC based on current baseline data, working with the customer to map out the future view of a consolidated network, as well as allowing for change to that model if and when it occurs. This meant building in as much flexibility and adaptability into the site as possible.

Focus on Vietnam

Linfox has established itself as a leading logistics provider in Vietnam in a challenging economic environment.

Vietnam is a rapidly industrialising nation with strong growth-oriented economic policies.

But the global financial downturn has affected its export-based economy and led to double-digit inflation and interest rates.

Linfox Country Manager Vietnam, Simon Hildebrand said despite the challenges, the company was continuing to build and diversify its customer base. He said Linfox was also responding to growing customer demands for increasingly sophisticated and cost-efficient supply chain solutions.

“One of our strongest priorities is building bench strength within our junior to mid management tiers. Mentoring this level of talent will propel our business forward and cement our reputation as the leading logistics provider in Vietnam,” said Simon.

Linfox Vietnam will continue to focus on developing customers in the retail and resource sectors in line with the 2015 Strategy.

New business

Linfox Vietnam recently began transporting steel coils for BlueScope Steel Limited.

Simon said, “Linfox driver training was important in winning this work and all drivers were trained in handling steel shipments before work began. Our expertise with BlueScope in Thailand and Australia was another important factor.”

“The new work with BlueScope in Phu My, 80 kilometres southeast of Ho Chi Minh City, adds an important manufacturer to our portfolio. Linfox will transport 8,000 tonnes of steel coils per month throughout Vietnam for further processing by BlueScope customers and a further 2,000 tonnes per month for export.”

Linfox customers

Linfox Logistics began operating in Vietnam in 2006.

Simon said Linfox provided Unilever with national warehousing management and transport deliveries to about 160 Fast Moving Consumer Goods (FMCG) distributors nationwide. During seasonal peaks, 500 truckloads are despatched each day.

Unilever is a leading supplier of personal care, food and household products including detergents, cosmetics, foods and beverages. It has three distribution centres, at Bac Ninh near Hanoi, Da Nang in the central plains and in Binh Duong, near Ho Chi Minh City.

“The Linfox/Unilever relationship has flourished for more than 14 years and expanded from New Zealand to six countries across Asia Pacific, now including Vietnam. This allows us to focus on strategic regional and local issues for Unilever,” Simon said.

Unilever began operating in Vietnam in 1995 as a joint venture and has experienced tremendous growth to

become one of the leading FMCG companies in the country.

Service excellence

Pepsi is Vietnam’s leading beverage and snack food company.

Linfox operates a distribution centre in Bin Duong where it manages the delivery of PepsiCo drinks. Linfox also handles returned glass from customers for cleaning, sorting and daily returns to the bottling plant.

PepsiCo Vice President Operations, Ngo Quang Hiep said, “We have selected Linfox as a partner because of its reputation for total focus on daily supply chain operations. We believe that to succeed in the beverage industry, our partners must be as committed to execution as we are, and Linfox delivers on that.”

“We have selected Linfox as a partner because of its reputation for total focus on daily supply chain operations.”



The new addition to the Unilever DC – the largest FMCG DC in Vietnam.



From left to right: Transport Supervisor, Ngoc Anh, Safety Manager, Nguyen Manh Cao and Warehouse Supervisor, Nguyen Thanh Hoan.



A specially designed addition to the BOC fleet.

Gas on call

Linfox provides BOC with an efficient distribution network.

Linfox provides BOC with a state-of-the-art delivery fleet for bottled gas supply in Queensland, New South Wales, Victoria, South Australia and Darwin.

Linfox's National Manager Gas, Albert Davidson said the partnership focuses on continuous improvement and the highest levels of safety.

Innovation

"Specially customised B-double tautliner trailers are being designed for BOC's gas cylinder testing centre at Wetherill Park in Sydney," said Albert.

"The B-double will operate a loop through major east coast centres to ensure regular deliveries and cylinder checking while maximising vehicle utilisation."

The new trailers will be able to double stack cylinder pallets to feed BOC's rigorous checking and repair regime.

The tautliners also protect cylinders from the elements en route to ensure BOC customers, such as hospitals and doctors, receive spotless products.

New mini combination tankers, another addition to the fleet, optimise fleet utilisation by delivering a range of products to the market with each trip.

"Adapting our fleet to improve efficiencies is an ongoing commitment."

Safety focus

"All our drivers receive intensive induction training and are accredited to handle dangerous goods," Albert said.

Drivers handle a large variety of cylinders and tanker drivers need the skills to safely load their tanks and fill BOC customers' vessels.

"Safety is a key requirement for BOC and Linfox and we have established an enviable safety record."

Dedicated team

Linfox operates a fleet of 120 specially designed vehicles to provide BOC with a highly effective delivery network. A team of 140 drivers, administrators and managers control the distribution network.

BOC supplies compressed and bulk gases, chemicals and equipment throughout Australia, New Zealand and the South Pacific. It supplies a wide range of customers in manufacturing, health care and specialised industries. BOC is part of the worldwide Linde Group.

"Adapting our fleet to improve efficiencies is an ongoing commitment."



From left: Steve Young and Matthew Locke.

Outback fuel

Linfox travels 1.3 million kilometres a year to deliver fuel to mines in Western Australia.

Diesel fuel is the lifeblood of modern mining operations.

From specialised heavy mining and processing equipment to ore carrying trains and road vehicles, diesel fuel is essential for the industry throughout Australia's largest state.

Linfox's dedicated new fuel delivery fleet supplies iron ore operations across the vast Pilbara region in the state's north and nickel mining in the Goldfields region around Kalgoorlie.

Specialised fleet

The specialised fleet includes nine Volvo FH16 600 horsepower prime movers and 26 tanker trailers, built by Tiemans. They usually travel in triple road train configurations, carrying up to 123,000 litres of fuel.

Linfox Fuel Manager, Rod Hunt said the fleet was built for the tough outback conditions.

"All equipment features airbag suspension and the tankers are built to withstand challenging off road conditions in and around mine sites," said Rod.

"Our drivers enjoy the most comfortable vehicles in Australia. The trucks' equipment includes satellite phones, GPS tracking, air conditioned sleeper cabs, fridges and outback survival kits."

He said most importantly Linfox drivers had the very highest level of safety training with a dedicated fuel driver trainer on their team.

"We have an enthusiastic and professional team of 18 drivers who take great pride in their work. Drivers are based at Port Hedland and Newman to cover iron ore operations in the Pilbara and at Kalgoorlie to cover the Goldfields," said Rod.

"The fleet was built for the tough outback conditions."

Fresh Food People

Woolworths is a household name with a presence in almost every metropolitan and regional centre in Australia and New Zealand.



The Woolworths Larapinta site in Brisbane.

Linfox's Vice President Retail, Terry Quinnell said the company's valued relationship with Woolworths started in 1976.

"Linfox's commitment to customer service, cost competitiveness, a Vision ZERO safety culture and environmental sustainability has allowed us to consistently meet our customer's needs," he said.

Linfox delivers to Woolworths' supermarkets 24/7 out of their distribution centres (DCs) at Larapinta in Brisbane, their Wyong DC on the NSW Central Coast and DCs for the Progressive Enterprises supermarket chain in New Zealand.

It also manages Woolworths' online shopping deliveries in New South Wales and Victoria.

iPhone App

Online shopping is a growing phenomenon that has changed the face of food retailing. Seven-days-a-week shopping on www.homeshop.com.au has led to ever increasing demand on Linfox's supply chain solutions.

Shopping for customers has become even easier with the recent launch of the Woolworths iPhone App, which has been downloaded by one million Australians. This was followed by the Android version with an additional 150,000 downloads.

Woolworths Supermarkets National Online Manager, Roger Steele said, "The initial App allowed customers to create shopping lists either by scanning items or manually searching a database



The new Woolworths iPhone App.

and adding items. You could then tailor the App to your local store and all the items in the list would appear with aisle location, making shopping quicker and easier.”

He said Woolworths was planning to introduce new App functionality in 2012 allowing customers to create a shopping list, selecting the buy online option and completing the order by choosing delivery time, address and making payments.

“We expect this new functionality to bring many new shoppers to Woolworths Online, so it is vital that we focus on customer service. This is where Linfox drivers come in – being the face of Woolworths to provide an exceptional customer service experience,” Roger said.

Christmas rush

Matt Sheridan, Site Manager Woolworths Wyong said Linfox was gearing up to meet peak volumes during the Christmas season.

“Typically on peak days we will see increases of up to 40 per cent on normal volumes. We will deal with this demand by introducing new fleet, providing new employees with rigorous training and working closely with Woolworths to ensure we have accurate volume forecasts to plan labour and resources,” he said.

Matt said safety was paramount, with December recording high volumes in inbound and outbound freight from Woolworths DCs.

“Our Peak Season safety program is in full swing with safety a priority for all employees during this busy and often stressful time of year,” he said.



Larapinta based driver Leigh Quoddrill.



A partly submerged Minor Food Group truck.

Thailand floods

Our Thailand team is responding to the nation's worst flooding in 50 years.

Michael Byrne, CEO said many Linfox employees were facing difficulties just travelling to and from work, as well as battling damage to their family homes. A number of Linfox personnel from across Asia Pacific flew to Thailand to assist with the disaster.

Floods have caused havoc across the nation from late July, with a significant number of provinces and some parts of inner Bangkok affected by high waters.

Thailand Country Manager, James Allmand said Linfox Thailand was working closely with customers to develop risk management plans to minimise the floods' impact on service and cost. Some distribution centres were operating normally while others had set up alternative operational hubs.

Safety first

James said the company was focused on maintaining customer operations in any way possible subject to safe practice and keeping Linfox drivers safe on the road.

"Our drivers have been given regular flood updates and a clear checklist of what to do during a flood. We have also kept customers regularly informed of potential delays," he said.

Linfox has a strong customer portfolio across Fast Moving Consumer Goods (FMCG), Retail and Industrial sectors in Thailand, with operations involving a range of warehouse and transport functions.

Incredible professionalism

"The floods have been a disaster for Thailand but I'm incredibly proud of the professionalism of all our employees, on and off-road, throughout the crisis," James said.

In one of the stranger Linfox reports to emerge from the floods Thailand Operations Director, Mark Digby visited a Linfox site by boat to discover a crocodile at the back of the car park.

"If I hadn't seen it, I would not have believed it. It appeared that a local crocodile farm was flooded and they escaped," he said.

"The floods have been a disaster for Thailand but I'm incredibly proud of the professionalism of all our employees."

Building a total solution



Kittipong Chumsaeng Na Ayudhya with deliveries for The Pizza Company.

Minor Food Group and Linfox are strengthening their supply chain partnership.

Minor Food Group (MFG) and Linfox Thailand are working together to extend the scope of their supply chain partnership.

MFG manages or franchises more than 10 restaurant chain brands with over 1,000 outlets in 13 countries across Asia. Its brands include Burger King, Sizzler, Dairy Queen, The Coffee Club, Swensen's and The Pizza Company.

MFG has enjoyed phenomenal growth since 1980 when it began with one pizza restaurant.

“Our inventory team maintains a 99.99 per cent stock accuracy.”

Linfox service

Linfox operates MFG's temperature controlled facility in Bangkok and national distribution to its 776 restaurants across Thailand. The DC provides ambient, chilled and frozen food facilities.

Linfox Operations Director, Mark Digby said, “We operate a fleet of 62 temperature controlled vehicles for the efficient transport function, six days a week, two shifts per day.”

“For the future we are looking at developing a new multi-temperature DC to serve MFG's growth.”

State-of-the-art service

The new DC will incorporate a state-of-the-art warehouse management system.

Khun Jariya Pinyarat, our Site Manager for MFG said, “One of the challenges in our DC operation is picking single units for certain orders. Our inventory team maintains a 99.99 per cent stock accuracy and we will ensure that we carry on this outstanding achievement in our new facility.”

Mark said, “Our General Manager, Khun Angkana Songvejkasem and Khun Jariya Pinyarat have been instrumental in developing this new work with our customer. The team is focused on continuous improvement in MFG's operations.”

“At the moment we are working with our customer to re-establish full operations following Thailand's devastating floods. We used temporary facilities during the worst of the flood and hope to return to normal operations soon.”

True Blue

Fortescue Metals Group nominated Linfox's Riki James-Hall for its True Blue Award.

Fortescue's True Blue Award recognises exceptional efforts by its staff and by service providers' employees.

Linfox's Riki James-Hall works in our off-site receiving depot in Perth for Fortescue's operations. Our customer recognised his diligence in ensuring that freight is properly received and prepared for timely despatch on the long journey to the Cloudbreak mine and Port Hedland.

Linfox's Contract Manager for Fortescue, Mick Clifford said Riki's efforts characterise the close working relationship between Fortescue and Linfox.

"We've achieved a number of milestones this year and Riki's nomination is some icing on the cake," said Mick.

Linfox milestones

"Our transport to Fortescue's port extension at Port Hedland is vital for boosting the mine's production capacity to 155 million tonnes per year. We've boosted our fleet with brand new Coronado prime movers that provide drivers with state-of-the-art road equipment and we established a permanent driver and vehicle at the

Cloudbreak mine site to improve efficiency of receiving and returning freight."

Linfox transports general freight, ammonium nitrate, mining and engineering equipment as well as construction equipment on the 1,600 plus kilometre journey. The return trip also carries a wide range of backfreight for distribution across Australia.

The powerful prime movers haul a range of trailer types in road train configuration to accommodate the variety of freight.

Mine expansion

Mining at Fortescue's first mine site, Cloudbreak, began in 2008 with more than 28 million tonnes of iron ore mined in the first full year of production. Since then, mining and processing at Cloudbreak has increased to more than 100,000 tonnes of ore each day. Fortescue has also established its second mine site, Christmas Creek, which is 50 kilometres east of Cloudbreak.



Riki James-Hall.

"Riki's efforts characterise the close working relationship between Fortescue and Linfox."

LeanFox takes flight



Peter Buriani.

Lean Six Sigma is a business management strategy used by companies globally to inspire broad-scale efficiencies and innovation.

In March, Linfox launched a six-month pilot of the LeanFox program.

Business Improvement Manager, Peter Buriani said LeanFox provides a structured framework for what employees do instinctively every day.

"It's natural for employees to introduce efficiencies into the way they work. But now through LeanFox, they are being encouraged and empowered to highlight processes where waste can be reduced. This will help us deliver continuous improvement right across the business," Peter said.

So far, more than 150 employees from seven business areas and 12 operating sites have completed training, with the majority of participants from the Fast Moving Consumer Goods (FMCG) Business Unit.

The Australian School of Business at the University of New South Wales has worked with Linfox to design and deliver the training across three accreditation levels: Green Belt, Yellow Belt and Lean for Leaders.

Participants are taught to define, measure, analyse, control and reduce waste with a range of problem solving tools. In the final stage of the pilot, Yellow and Green Belts are mentored to produce 'value

stream maps' before they can gain full accreditation.

Peter said the company had introduced the LeanFox pilot in response to marked changes in economic conditions.

"In an increasingly competitive environment, our customers in Retail and FMCG are looking for continuous improvements in service and for lower supply costs. They are looking for better pricing structures with the highest level of service and quality," he said.

"It's natural for employees to introduce efficiencies into the way they work."

Michael Chronopoulos heads a Linfox High Security Network Industry Solutions team in New South Wales that has recently completed LeanFox training.

He said, "Our objective is the 'Least Waste Way'. LeanFox has given our team the tools and methodology for a standardised approach to continuous improvement. For example, we've identified opportunities to introduce efficiencies in our picking capability flow process."

Expanding partnership

Linfox's strategic partnership with Tesco in Asia is driving new efficiencies for the leading retailer.

Now the world's third largest retailer, UK-based Tesco is expanding at an amazing rate in Asia.

Linfox has a strong partnership with Tesco, built up over many years and we are working closely together to plan and manage the complex transport logistics required to support rapid growth in the retail sector.

Thailand

In Thailand, where Tesco Lotus operates more than 800 stores, Linfox has been the transport provider since 2005. Operating seven days per week across three shifts, 364 days per year, Linfox provides national coverage throughout Thailand.

Linfox currently operates and manages 571 vehicles, including 94 multi-temperature trucks, and is in the process of adding a further 100 vehicles to the fleet. This includes new vehicles powered by compressed natural gas (see page 22).

Linfox operates from four key Tesco Lotus DCs. The DC at Wang Noi manages ambient products; the chilled DC at Lam Luk Ka provides all fresh produce; and the rapidly expanding number of Tesco Express stores is served mainly from Bang Bua Thong. There is also a DC at Sam Khok.



A vehicle from the Linfox fleet for Tesco in Thailand (above) and China (facing page).



China

Linfox has worked with Tesco in eastern China since 2009. Tesco has 94 stores in China and the strong partnership is enabling Linfox to demonstrate the capacity to align with Tesco's goals and add value to their operations.

Linfox is providing ambient transport services to cover eastern China stores, including the provinces of Shanghai, Zhejiang, Jiangsu and Anhui. We also provide ambient national delivery to Tesco's fresh DCs all over China and transfer cargo from the new hub DC at Jiashan to Shanghai cross dock centre for Tesco Express stores.

Linfox manages a significant fleet for the distribution work with a team of more than 160 drivers from both Linfox and subcontractors.

Malaysia

Following Linfox's successful partnerships with Tesco's operations in Thailand and eastern China, the company has worked with Tesco in Peninsula Malaysia to develop its distribution network.

The distribution network supplies 43 Tesco ambient and fresh stores nationwide.

Linfox is managing transport distribution nationwide at the Ambient Distribution Centre at Bukit Beruntung, approximately 45 kilometres north of Kuala Lumpur.

The current fleet comprises five prime movers plus 10 curtain side tri-axle ambient trailers. The 13.8-metre trailers are the first of their type and size in Malaysia.

Continuous improvement

Linfox's strategic partnership with Tesco demonstrates the importance of developing strong strategic alignment that can focus on attaining regional goals and managing local issues.

Our goals are to provide continuous improvement in Tesco's distribution network so that the retailer can continue to satisfy consumers and grow its market footprint.

Growing the Linfox culture across Asia



From the hustle and bustle of the industrial Indian city of Chennai, to the remote north-west of China, past the lush, green rice paddy fields of central Vietnam, across the red Australian desert, through the rolling hills of New Zealand's Waikato region; Linfox operates in 10 countries, in dozens of cities. Among its 18,500 employees, many languages are spoken and different religions are practised. But Linfox employees all have one thing in common and that's that they work for the same family business that was founded in Australia in 1956.

"We are still owned by the Fox family and we remain committed to the values Lindsay Fox founded the business on," says Linfox CEO, Michael Byrne. "This means our people and our customers can expect the same straightforward dealings and belief in the power of individuals, no matter what country we're operating in. Of course, we also recognise that social and business customs differ widely in our different markets, but our model is to stay true to the Linfox values by behaving in the way that best brings those values alive in each different country."

While the Linfox values and competitive differentiators are the same in Asia and Australia, they operate against vastly different backdrops.

"For a truck driver covering 1,800 kilometres in India, hazards will include unlit vehicles and cows on the highway at night, or major potholes and a one foot drop off at the side of the unmarked road," says Linfox COO, Peter Stokes. "Drivers travel at an average speed of 45 kilometres an hour. But in the Australian Pilbara, a driver covering that same distance will travel at around 100 kilometres an hour. His main challenge will be staying attentive on a well made, monotonous road with only occasional traffic. So while both drivers will be taught safety is the ultimate priority, their training will be situationally specific."



Linfox's Asia Pacific Vice President, Mark Parlane says safety is one of the company's biggest challenges. For example in many parts of Asia, he says people don't wear seatbelts. "But it wasn't that long ago in Australia and New Zealand, that people didn't wear seatbelts either. Now it's taken for granted."

However it's not easy changing mindsets. So in cities in China for example, Linfox has set up roadblocks, where it carries out spot checks. Drivers not wearing seatbelts are fined. But

drivers who are performing well are rewarded. In Shanghai, safe drivers are publicly recognised by being awarded with stars. Stars are taken away for blameworthy incidents.

"The way to change behaviour is by being diligent, being consistent, insisting on various processes to happen. We don't let 'great' get in the way of 'good'. Instead we have to take little steps at a time and step by step keep improving. You don't stop until you get there," says Mark. "It starts at the top, leading by example and then being out there reinforcing the values that are important to us."



Whether a Linfox employee is shifting steel across India, delivering groceries to modern trade stores in Thailand or managing consumer goods' warehouses in Indonesia,

Growing the Linfox culture across Asia



Linfox is bringing lessons learned in Australia, including proven processes and technology, to supply chain operations in every market where it does business.

“Half of the world’s population lives in the countries where we operate,” says Michael Byrne. “What’s more, many of these countries have young populations, rising middle classes and high economic growth. In many sectors, both local and foreign companies are not going to be able to meet their growth targets without making the shift to modern, efficient supply chains.”

Over the next five years, Linfox’s business in Asia is predicted to grow approximately twice as fast as its business in Australia. About 70 per cent of Linfox’s employees are already



employed outside Australia. By 2015, overseas markets will make up more than a quarter of the company’s revenue. More than 15 of Linfox’s major customers will be in Asia; that’s almost 20 per cent of the company’s total anticipated customer base.

Linfox is also responding by extending its graduate program to include Asian based graduates. They spend time working in Australia and becoming familiar with standard Linfox processes,

before returning to work for Linfox in their own countries. Giving back to the community is part of the Linfox values and Linfox supports a number of Asian based social welfare programs. For instance in Vietnam, through the SPELL program, Linfox is sending 25 of the country’s most disadvantaged students to school, providing them with scholarships to enhance learning and literacy. Each child’s scholarship lasts six years to enable them to complete their schooling. Children living more than 2.5 kilometres from school are given bicycles to help them get there.



In Asia, customers want speed to deployment and performance. Linfox is adapting accordingly with Asian based supply chain design and fleet experts and continuous improvement and implementation teams. Linfox is determined to build its brand across this diverse continent, with some of the world's fastest growing economies. As Asia changes, Linfox too will change. "Linfox is an Asia Pacific company which happens to have its headquarters in Melbourne," says Mark Parlane. "But with our Asia operations experiencing 25 per cent growth year on year, looking forward five years, there's no doubt that Asia is where the opportunities lie."



Path to Perth

Carlton & United Breweries is the latest business to take advantage of Linfox Linehaul's efficient rail link from the east coast to the booming Western Australian market.



New rail containers being readied to serve in Linehaul's path to Perth fleet.

Linfox already has a long established relationship with CUB and distributes its famous products throughout New South Wales and Victoria.

Under the new WA agreement, Linfox collects CUB's packaged and bulk beer kegs from the Abbotsford brewery to be loaded into 20 foot containers at Linfox's West Melbourne depot next to the railhead.

The goods are then shipped to Linfox's Welshpool depot in Perth, ideally located to facilitate the growing demands for cross country freight.

Strong platform

President Linehaul, Mark Mazurek said, "We handle all of the CUB kegs in order to maintain maximum brewery freshness, as well as a majority of the packaged goods. Rail is playing a crucial role as a key transport link for the trans-continental journey."

John Daymon, National Transport Manager for CUB said, "Since commencing in August, Linfox has continually met our critical service levels. Through joint planning sessions we are well positioned to ensure service is maintained through the peak season."

Smooth operations

With more than 80 customers, Linehaul handles a massive variety of goods, from daily mail and household whitegoods to biscuits and steel coils. Gary Baldwin, Perth Branch Manager said, "We typically transport greater volumes from east to west given the density of industry and population along the eastern seaboard. But customer demand for west-to-east deliveries is certainly growing. We are now delivering everything from fertilisers, beverages and aluminium cans on the return route."

Linehaul has a large and diverse fleet of equipment that includes late model prime movers, trailers and purpose built containers, enabling Linfox to accommodate its customers' wide range of freight needs.

Pacific National Rail National Sales Manager Intermodal, Carlo Cutinelli said, "We are very pleased to assist Linfox Linehaul gain the CUB work in WA. The additional volume will strengthen our relationship with Linfox as well as our commitment to delivering service flexibility, reliability and environmental benefits."

"Rail is playing a crucial role as a key transport link for the trans-continental journey."

Milk run

Linfox now distributes the Pauls range of milk brands throughout New South Wales.



From left: James Malaitini, Parmalat; Chris Buhagiar, Linfox; Brett Nancarrow, Linfox; and Billy Darrough, Parmalat.

Parmalat Australia appointed Linfox to distribute its well known Pauls milk brands across metropolitan and regional New South Wales in October this year.

Ash Patel, Acting Linfox Vice President FMCG said, "Linfox brings great expertise in milk distribution to Parmalat."

Linfox's fleet for Parmalat includes 12 refrigerated trailers, one refrigerated rigid truck and six new Freightliner CST112 prime movers. All trailers are equipped with Cooltrax, the latest in GPS temperature monitoring to ensure product integrity throughout the distribution operation.

They also have slip proof flooring to ensure driver safety in chilled and damp environments.

"As well as Linfox's operational excellence, Parmalat management is impressed with Linfox's focus on safety and care for the environment," said Ash.

Trained team

Linfox Site Manager, Chris Buhagiar said his team based at Parmalat's Lidcombe site was well trained for the job. "It's important that our drivers understand exactly how to handle their product and to drive to Linfox standards," said Chris. "That includes safe driving and our Eco-Driving techniques that help reduce carbon emissions."

"Our drivers understand how to handle their product and to drive to Linfox standards."

New drivers on the team were recruited by Linfox's Direct Recruitment team, which makes sure Linfox employs the most highly skilled drivers who understand the company's requirements.

"In preparing our team, Parmalat Manager, James Mataitini and I photographed every one of their customers' delivery

sites across the state," Chris explained. "The photos form part of a detailed safety guide for our drivers so they know in advance how to manoeuvre their vehicles at every site."

Strong partnership

Parmalat's Cool Room and Transition Manager, Bill Darrough said, "We are sure Linfox will adapt, assist and provide us with the professional expertise for which Linfox is renowned."

Linfox also provides linehaul services to Parmalat, transporting UHT milk from Melbourne to New South Wales and Queensland.

The Pauls brand can be traced back to 1923 in Australia. Today it is owned by the Parmalat Group, an Italian based multinational company with operations in 16 countries.

Low emissions fleet



From left: Surapong Tanaboriboon, Ken Coulson, David Sim, James Allmand, Kongo Sun, Suchart Tantisiriwat and Nattapol Pipitprapath.

Additions to Linfox's fleet for Tesco Lotus in Thailand are reducing carbon emissions.

Reducing greenhouse gas emissions is a shared goal for Linfox and global retailer, Tesco.

Eight new compressed natural gas (CNG) Isuzu FR 86 trucks are now contributing to Linfox's carbon reduction goal to reduce its rate of carbon emissions by 50 per cent by 2015.

Linfox Fleet Manager Thailand, Ken Coulson said the new CNG trucks exceed Euro 5 emissions regulations.

"The CNG engines produce 15 to 30 per cent less greenhouse pollutants than their diesel equivalents, including zero particulate matter," said Ken.

The new rigid cab chassis trucks are built for driver comfort and provide an eight tonne payload, well designed for city work. The Isuzu CNG engines are specifically built for the alternative fuel, rather than being adapted diesel engines.

The new CNG vehicles are based at the Tesco Lotus Express Dry operation located at Bang Bua Thong DC near Bangkok. Tesco Lotus Express operates 675 Express stores, small 24-hours-a-day convenience stores in large cities and suburban centres.



OptiFox Manager
Victoria, Trent
Spencer.

Smart planning

“High quality forecasts are essential for planning accuracy and cost management.”

Linfox developed OptiFox to improve delivery forecasting and planning capabilities.

OptiFox is an integrated forecasting, planning and execution capability providing accurate planning for our transportation requirements, upstream visibility for warehousing operations and updated store arrival information for customers.

Linfox President Retail, Nick Capp says that high quality forecasts are essential for resource planning accuracy and better cost management for complex retail delivery networks.

He said that large variances between actual volumes and forecasts of 20 per cent or more had generated cost inefficiencies through the misallocation of resources across networks and at individual sites.

“Together with Linfox’s Supply Chain Solutions team, we developed OptiFox, an advanced planning tool which integrates with customers’ DC planning and with our own transport management systems,” said Nick.

Forecast accuracy

“Forecasts are based on close analysis of past volumes at equivalent times and customer data regarding trends and special circumstances, such as sales promotions.”

“We now work with our customers to boost the accuracy of forecasts at a granular level. This allows us to improve resource planning and better manage costs. OptiFox is integrated online with all operating systems and produces forecasts that our customers now also rely on for their own operations.”

Delivering efficiencies

OptiFox has improved forecasting accuracy by at least 25 per cent and we continue to build accuracy. It has also reduced driving hours and kilometres travelled by between five to seven per cent for most operations.

Nick said, “Improved online forecasts and planning provide greater visibility of transport plans for site and network operators. This improves load utilisation and can reduce operating costs.”

“More accurate planning also allows us to better integrate primary freight into DCs’ daily transport plans. Importantly, we are able improve peak period and business change scenario planning.”

Nick said that developing more accurate data and sharing it across the network had boosted performance and delivered important supply chain benefits.

Linfox profile

Saj Iqbal, Operations Director Thailand



Asia's logistics marketplace is challenging and dynamic, with cultural, environmental and corporate objectives needing to be accommodated in order to succeed.

Saj Iqbal has extensive logistics experience from the UK and across Asia. He thrives on the challenge to implement continuous improvement initiatives for Linfox customers in Thailand while still developing his team, maintaining high safety standards, and generating a growing business for Linfox in Asia.

Saj said, "Customer satisfaction is essential for success, as is the safety of Linfox people, subcontractors and the communities in which we work. At the moment our team is working incredibly hard to help our customers' operations through the worst floods in Thailand for half a century. They are doing a marvellous job."

Future goals

"I see my future career continuing in Asia, preferably in a role where I can make a difference for my team, for Linfox and for our customers," he said.

As the winner of this year's Linfox Chairman's Award scholarship, Saj is delighted with the opportunity to learn from business leaders and academics around the world.

The Chairman and CEO's Awards offer the winners studies at leading business schools.

Saj joined Linfox five years ago as Project Manager FMCG Projects.

"I was pleased to begin my career with Linfox in Beijing, setting up our first DC for Unilever in China, then nearly a year in Jakarta implementing continuous improvement projects."

Saj was promoted to Linfox General Manager FMCG India before moving back to Thailand.

He began his career as a graduate trainee with ASD Plc Stockholders in the UK, where he had roles as Site Manager and Commercial Manager in various locations. He then spent nine years with Mars Incorporated, moving to Thailand as Regional Logistics Manager (SE Asia).



Linfox profile

Gary Allen, Vice President Petroleum and Chemicals

Safety is number one at Linfox and particularly in Gary Allen's Petroleum and Chemicals portfolio.

With more than 400 employees working in the Linfox Petroleum and Chemicals business, Gary's major focus is on health and safety, and operational excellence. Gary said, "Working in this specialised business takes dedication, experience and a professional attitude. I am proud to work with such dedicated, professional people in my portfolio."

With freight often consisting of chemicals or flammable liquids and gases, he believes it is essential that all employees constantly consider their own safety, and that of the public, with every delivery they make and in everything they do.

While Linfox's Vision ZERO Program is well established across the Asia Pacific, Gary says, "There is no room for complacency. Safety takes prominence across every level of our business and we have dedicated trainers that help ensure safety remains number one."

Career development

"I also believe continuing education and skills development are important elements in creating a solid talent pool of future leaders to strengthen Linfox's capabilities," said Gary.

He makes a point of sharing his experience with his team and enjoys mentoring employees and graduates and watching them develop into capable, confident employees.

Gary's extensive experience in transport and logistics dates back to his early years in the army and the mining industry. He held a number of logistics management roles before joining Linfox three years ago including work with Patricks, Kalari Transport and Orica Chemicals.

Personally Gary is keen to continue developing as a logistics professional. As this year's winner of the Linfox CEO's Award scholarship, he is particularly excited about the opportunity to study at some of the world's leading business schools.

Gary is currently studying a Masters in intermodal logistics at the University of Denver's Intermodal Transportation Institute.

Pharmaceutical solutions

Aspen Australia has acquired Sigma Pharmaceuticals Australia Pty Ltd.

The acquisition has cemented Aspen Australia's position as the nation's leading pharmaceutical company by volume of scripts generated and filled. Aspen is a subsidiary of South Africa's largest listed pharmaceutical company.

The acquisition also brings to market niche drugs that are overlooked by the multinational pharmaceutical industry.

Aspen CEO, Greg Lan said the company's Sigma acquisition and Australian growth plans hinged on the robustness of its decade-long partnership with Linfox Logistics.

Greg said, "Linfox is now setting the benchmark in pharmaceutical distribution to wholesalers, and we look forward to further collaboration as we integrate the Sigma business that will take Aspen's sales in Australia to over \$750 million. Linfox will help consolidate the bigger volumes in our business and continue its logistics priorities of providing warehouse and distribution services."

Customer service

Linfox Logistic's pharmaceutical solution provides customers with a full range of supply chain services for their products. It manages cold chain and ambient warehousing, and transportation solutions across Australia for 13 customers.

The company provides a high security temperature controlled site, a cold store facility and two registered vaults for Schedule 8 products. Linfox uses freight carriers which specialise in high security, less than full truck loads, carton freight, air freight and temperature sensitive freight.

Significant efficiencies are achievable



Linfox employee Jason Potaka.

by sharing personnel, warehousing, security, transportation networks and integrated IT systems.

Expanded volumes

Linfox Business Manager Pharmaceuticals, Tom Loncar said the company was expanding its high security, temperature controlled facility in Sydney to accommodate Aspen's recent business growth. The 9,000sq metre warehouse has a 7,800 pallet capacity.

Tom said, "Linfox has been working with Aspen for over 10 years and will continue to do so after being awarded a new five-year agreement. The working relationship between the two companies is exceptional. This was demonstrated by the Sigma network analysis, which was led by Linfox."

"The working relationship between the two companies is exceptional."



CEO Michael Byrne recently addressed 100 senior executives in their Advanced Management Program at Harvard Business School in Boston.

Knowledge sharing

Developing deep multi-layered strategic partnerships was a vital part of Linfox's bold initiative to reduce its customer base from 300 to 100.

Lynton Hayes, Executive Director Executive Education at Harvard Business School said that the participants from more than 40 countries were intrigued by the Linfox strategy and the multiplier effect it has had on the company's revenue.

He said, "I was delighted that Michael explained how an emphasis on strategic alliances, shared values and focused areas of expertise could yield strong business growth. Many companies customarily pursue as many customers as possible, but Michael

pointed out how working more closely with customers that meet your criteria can be a productive growth strategy."

"Michael's presentation attracted many probing questions from participants," Lynton said. "Michael was honoured with what is quite a rare invitation to address the Advanced Management Program, but he has a topical, difficult and innovative solution which he generously shared with the audience."

Lifelong learning

Michael also emphasised the importance of continuous education and lifelong learning. Linfox invests heavily in educating its workforce and has an active program of advanced management learning for its executives at leading business schools around the world.

Michael said, "I'm convinced of the return on investment from building our people's knowledge. We need to continuously upgrade our competitive edge in fiercely competitive markets and we need a smart and well equipped workforce with superior customer service skills and deep understanding of our customers' needs if we are to continue to prosper."

"Linfox looks forward to attractive business opportunities in the coming years with a focus on delivering great value to its customers and continuing to grow the company across the Asia Pacific."

Clark logistics equipment



A Terberg Terminal Tractor.

Clark Equipment brings more than 60 years' experience as an equipment designer, manufacturer and distributor to the material handling and logistics industry.

Clark Equipment is unique in developing its product range with the complete application requirements of its customers in mind.

Linfox recently ordered an Omega Reach Stacker and Empty Container Handler, both designed and manufactured in Australia, several Terberg Terminal

Tractors and a Bobcat Telescopic Handler for operations across Australia.

Clark's range also includes electric narrow aisle forklifts and order pickers for DC operations, and electric, gas and diesel forklifts for docks and container stuffing.

Harbour cranes and straddle carriers complement Clark's range of port equipment.

Clark Equipment is a BRW Top 500 Australian Private Company, with over 400 employees in Australia and New Zealand locations.

Linfox ahead on harmonisation

Australia's various state and territory governments are moving towards enacting new harmonised work health and safety laws.

The model legislation replaces current federal, state and territory Acts that, while containing many similarities, also contain inconsistencies, which are confusing and costly for national businesses. The new harmonised laws are expected to apply from 1 January 2012.

As a self insurer for workers compensation, Linfox has operated under Australia's Commonwealth national work health and safety legislation since 2006. The company has enjoyed a uniform approach across all states for some time, a period in which Linfox's Vision ZERO program delivered a 90 per cent reduction in its Lost Time Injury Rate.

Linfox has keenly monitored the development of these harmonised health and safety laws. Ranging from safe work at delivery docks through to safe vehicle movements on mine sites, the new laws and codes of practice add a welcome consistent framework for Australian industry.

Linfox believes its employees are entitled to the same high level of work health and safety standards, regardless of the jurisdiction in which they operate.

Certified success

A workplace can also be a hub of higher education, as Linfox College has demonstrated since its inception in 2006.

In October, 370 Linfox employees formally graduated from the college in ceremonies across Australia.

As in previous years, certified programs included the 12-month Diploma of Logistics and Diploma of Management, as well as shorter courses in Management Development, Presentation Skills, Contract Negotiation, Industrial Relations for Supervisors and Leadership Skills for Supervisors.

Cause to celebrate

Vince Stoffels, Site Manager O-I Victoria was thrilled to be among the graduates after two unexpected events almost derailed his Diploma of Logistics studies.

“My business case study was on automated guided vehicles. The company I was focusing on suddenly went into contract negotiations with another company and I was left in an information limbo,” he said.

Vince then dislocated his shoulder in a motorcycle accident, but with the help of countless late nights and sheer determination, he completed the course.

Lifelong learning

Michelle Joy, Group Manager Organisational & People Development Asia Pacific said Linfox was proud to support its employees engage in lifelong learning.

Linfox College programs are offered in association with Victoria University and the Australian Institute of Management.

“These qualifications provide employees with an excellent basis for further study and career development. They can also be great first qualifications for people who haven’t studied before,” Michelle said.

“These qualifications provide employees with an excellent basis for further study and career development.”



Vince Stoffels.

Towards 2015: The Environment

Australia will have a price on carbon pollution by July 2012. "Other nations are already acting," the Transport Minister, Anthony Albanese told Parliament during the passage of the Clean Energy and associated bills. "They know that in a competitive, globalised 21st century world, successful economies will be those that adapt early to a carbon constrained future."

Linfox has already accepted that man-made emissions contribute to climate change, so it's been doing what it can to reduce its carbon dioxide equivalent (CO₂e) emissions.

The journey began in 2007 when Linfox CEO, Michael Byrne and Executive Chairman, Peter Fox visited the US and Europe to meet customers.

"For the first time, customers were asking us what our carbon footprint was and how we were going to reduce it," says Peter Fox. "We didn't have an answer for them but when we returned to Australia, we

looked into it. That's how our GreenFox environmental program started. Today, we're committed to reducing emissions because it's the right thing to do and it makes business sense."

Between 2007 and 2011 Linfox's CO₂e emissions rate has been reduced by 36.8 per cent. Linfox is committed to a 50 per cent reduction by 2015, largely through more efficient fuel use in the transport fleet and lower utilities spend in warehouses.

Eco-Drive is one of the major strategies, where drivers are trained to gain greater fuel efficiency from their vehicles. Techniques include skip shifting of gears, gentle acceleration and minimising idling time. In Australia, Eco-Drive has led to a significant reduction in Linfox's CO₂e emissions. The savings are contributing towards lifting driver superannuation payments to 12 per cent over three years.

By 2015, Linfox will have trained all its drivers in Eco-Drive throughout Asia Pacific.

"The training's been very well received by Linfox employees in Asia because it's interesting to them. There's a lot of talk about the environment now and sustainability is at the



forefront of people's minds," says Linfox Vice President Asia, Jonathon Kottegoda-Breden.

Linfox's supply chain modelling teams also help customers select the optimum supply chain for their businesses. The modelling offers carbon mapping alongside the traditional metrics of inventory levels, capital, service times and costs.

Linfox knows reducing carbon makes sense both environmentally and economically. In Australia, despite a policy of remaining party neutral, the company supports the establishment of a carbon price because it will give businesses and the community at large an incentive to reduce emissions. The policy will mean a reduction in the diesel fuel rebate for heavy vehicle users, so if fuel prices stay the same, by 2014 the net price of fuel will rise 5 per cent. But even for Linfox's most fuel-intensive contracts, a 5 per cent increase in fuel represents less than a 1 per cent increase in total transport costs.



Linfox driver, Anthony Goddard sports his GreenFox logo.



A FareShare breakfast delivery at Keilor Views Primary School.

Breakfast Program

One in 10 Australian children regularly attends school on an empty stomach, inspiring Linfox-sponsored charity FareShare to help expand breakfast clubs.

Melbourne's FareShare is best known for rescuing surplus food from major retailers and food producers to cook and distribute nutritious meals to disadvantaged Victorians.

In July, FareShare launched a Schools Run program, delivering bread, milk, cereals, yoghurts and fresh fruits to more than 1,500 children at around 30 primary schools and kindergartens.

FareShare Director of Development, Claire Leach said, "Having regular nutritious breakfasts helps children concentrate and perform better at school."

Linfox provides crucial vehicle maintenance and driver training, as well as funding to FareShare.

"Linfox has also assisted FareShare purchase refrigerated vehicles at discounted rates, which allows us to deliver over 100 kilograms of fresh fruit and other nutritious foods to disadvantaged children each week," Claire said.

Linfox CEO, Michael Bryne said the company was proud to support FareShare's fantastic work.

Scholarship winner

Linfox has offered its employees' children and grandchildren the chance to study overseas since 1989.

The AFS Scholarship, a partnership with not-for-profit international student exchange organisation AFS Intercultural Programs, has been awarded to 23 people since its inception.

Anthony Cassar is this year's winner. A secondary school student in Werribee, Victoria, the 16-year-old has chosen to study in France while staying with his host family. His father, Paul Cassar, works as a Senior Weekly Payroll Officer at the Essendon Fields office.

"When I got the news about the scholarship, I was quite taken aback. It's a great opportunity," Anthony said. He said he was thrilled with the chance to improve his French and absorb the country's rich traditions.



From left: Laurie D'Apice, Michelle Joy, Anthony Cassar and Paul Cassar.

Michelle Joy, Group Manager Organisational & People Development Asia Pacific said, "We are proud to support the AFS Scholarship. Applicants are given the opportunity to choose from 40 countries."

AFS takes its initials from the American Field Service, a corps of civilians who volunteered to drive ambulances to transport the wounded of the two World Wars.

Safe vision

Linfox's commitment to safety is encapsulated by its Vision ZERO strategy.

In the past five years, the lost time injury (LTI) frequency rate at Linfox Logistics has dropped by more than 90 per cent from 20.7 to 1.8.

Group Safety Manager Asia Pacific, Rocky Armstrong said, "This phenomenal achievement has been driven by our Vision ZERO safety strategy."

The annual Stop for Safety is a key Vision ZERO program. Throughout September and October 2011, Linfox employees across Asia Pacific stopped for an



Safety is the top priority in all Linfox sites.

hour to focus on how, 'Safety is MY responsibility'.

Teams held different events from group discussions to brainstorming and barbecues. Malaysia Compliance and Safety Manager, Regina Tan said, "Our teams focused on a number of issues, especially how to make driving safer."

This year's Stop for Safety was supported by a Golden Stop for Safety DVD competition that invited employees to make DVDs on the 'Safety is MY responsibility' theme. Winning entries were incorporated in Linfox's new safety DVD.



Whether it's in the warehouse, distribution centre, container yard, or a port, Clark Equipment has the full range of materials handling equipment and industry experience required to support Linfox Logistics, including terminal tractors, container handling forklifts and reach stackers.

Wherever Linfox goes, Clark Equipment will be there to support them with the resources and expertise that can only be developed after 60 years in the industry.

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