



THE MARKET

Known by every Australian for its big red trucks, the Linfox brand is as iconic as it is familiar. The 60th anniversary of Linfox marks a significant milestone for an Australian company that came from humble beginnings and has always focussed on the future.

Linfox provides sophisticated logistics services to some of the world’s largest companies. Everyday 23,000 highly-trained and skilled people deliver state-of-the-art transport and warehousing solutions to customers in 11 countries.

ACHIEVEMENTS

Linfox is such an Australian success story that it is easy to forget that the company was founded by one man - Lindsay Fox - with one truck in the 1950s. Many of the strong customer relationships established in the company’s early years, often sealed with a handshake, continue today.

Linfox operates with a conscience and doesn’t believe it has to choose between running a successful business and contributing to a better world. Its reputation for unrelenting safety standards is legendary and through its Vision ZERO campaign, the company leads the industry in safety and compliance.

Today the Linfox Group is Australia’s largest privately owned organisation. While it is best known for its leadership in supply chain systems, safety and sustainability, it has broad interests with a range of businesses split into four divisions:

- Linfox Logistics
- Linfox Property Group
- Armaguard
- Airports



HISTORY

It all started with one man and one truck...

Linfox is an Australian success story. The story began sixty years ago when 19-year-old Lindsay Fox borrowed £400 and bought his first truck, a second-hand Ford tray truck. He coined the now-iconic slogan “You are passing another FOX” when he bought his second truck. Linfox now employs more than 23,000 employees and its slogan adorns a fleet of more than 5,000 vehicles.

While the ethos of exceptional customer service and high standards set by Lindsay Fox continues, it is Peter Fox as Executive Chairman who has driven the growth of Linfox Logistics since 1993. This change in company leadership has seen a concerted investment in technology and a number of strategic acquisitions.

Linfox has expanded beyond Australia and New Zealand and into Asia, gaining intimate knowledge of Asian markets and customers and developing expertise managing Asian operations. With an enviable presence in countries across the region and unique cross-border capabilities, Linfox has positioned itself to respond to the forecast growth of the Southeast Asian region.

Establishing Linfox Asia in 2014 - a new business, separated from Linfox Australia New Zealand - demonstrated the company’s commitment to strong and steady expansion across the Asia-Pacific region. Linfox Asia now services 11 countries.

THE PRODUCT

More than big red trucks...

Linfox is well known for its big red trucks. However as a leader in supply chain technology, the true value of its expertise is known chiefly among its customers.

Behind every Linfox truck is an extensive warehouse and distribution network with exceptional expertise in supply chain logistics. This operational expertise is backed by an IT capability designed to provide extensive customer benefits. Linfox



has made significant investments in technology to improve end-to-end visibility throughout the supply chain, through dashboard, sign-on-glass and track-and-trace technology. The company also runs e-commerce platforms, service reliability and high-speed fulfilment and product launch capability.

Linfox maintains market leading IT infrastructure often leading the application of SAP supply chain technology and sponsoring new developments in other applications. Linfox recently rolled out dashboards displaying live operational analytics to its sites. Powered by SAP HANA, it’s an incredibly powerful tool; taking calculations that previously took hours to process and processing them almost immediately. Linfox is one of the first Australian companies to implement this technology.

This operational expertise is complemented by investment in project management and implementation, Lean methodology, supply chain



analytics and design expertise in a team that identifies opportunities to improve productivity for customers. To date projects have delivered cost reductions to Linfox customers of 5-25%.

PROMOTION

Through its Vision ZERO campaign, Linfox leads the industry in safety, regulatory compliance and management of Chain of Responsibility risks. Vision ZERO aims to achieve zero fatalities, injuries, motor vehicle accidents, environmental emissions and tolerance of unsafe behaviours. Linfox is extremely proud of this and often shares its Vision ZERO program to be repurposed for other industries.

The results of Vision ZERO have been significant: Linfox's unyielding focus on safety has reduced the company's lost time injury frequency rate drastically from 20.7 in 2006 to 1.5 in 2015.

Linfox has committed to reducing its 2006-7 emissions by 50% by 2020. As of writing it had already achieved a 46% reduction through smarter running of its fleet, better environmental design of its buildings and intelligent route planning for its complex network of heavy vehicles.

RECENT DEVELOPMENTS

Linfox recently launched a five-year strategy, Outfox 2020. This will guide the company to new growth, driven by five focus areas:

1. safety, compliance and sustainability
2. markets and customers
3. relationships and solutions
4. operations
5. people and wellbeing.



Technology will feature prominently in Linfox's future, as customers increasingly expect accurate and timely communication and visibility at every stage in the supply chain. Linfox will continue to invest in analytics technology to remain ahead of the industry.

Linfox will continue to lead the industry and safety and compliance while seeking to expand and diversify its customer base. Investment in its people will continue as they are at the heart of delivering an exceptional customer experience.

BRAND VALUES

Since 2007, Linfox's revenue has risen by over 30 per cent to an annual turnover of \$2.6 billion. Through strategic expansion and acquisitions, the company expects to continue this pace of growth to complement and extend the scale, scope and geography of the business.

Armed with 60 years of experience, strong values, exceptional people and state of the art supply chain network, Linfox will continue to grow and is investing to ensure that no one passes this Fox.

