

TOLL Today

TOLL HOLDINGS LIMITED

Autumn 99

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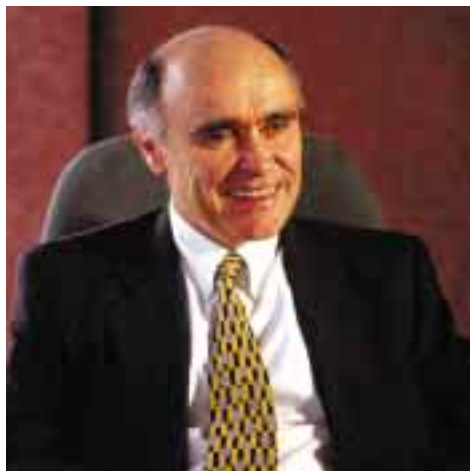
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Training - The Competitive Edge



*Paul Little, Managing Director,
Toll Holdings Limited*

Recently I spoke at an industry breakfast organised by Transport Training Victoria about the importance of training to the success of our business.

Training, in fact, is integral to the achievement of our vision of being the most successful provider of integrated total logistics solutions to Australian industry.

Our capability as a service provider is our lifeblood, and the stronger our capabilities, the better the service to our customers.

The acquisitions of the recent years have brought incredible skills, knowledge and experience to the Group, which we must build upon.

The industry generally and Toll specifically, must take a global approach because it is world's best practice that needs to be met for us to succeed.



*Left to Right: Ms Sue Sullivan, Acting Deputy Chairperson for the TTV Board - has since been appointed Chairperson TTV Board.
The Hon. Phil Honeywood, Minister for Tertiary Education and Training.
Mr Paul Little, Managing Director, Toll Holdings Limited.
Mr Ian McMillan, Executive Officer for TTV
Ms Meredith Sussex, Director, Office of Training and Further Education.*

The globe is shrinking daily particularly in the logistics business, and transport and logistics are an important part of Australia's infrastructure.

Consequently, it is not overstating the position to suggest that our performance, particularly as an industry, can directly affect the competitiveness of the Australian economy.

As a result our capabilities as service providers need to be constantly developed if our customers and we are to play our part in the competitive equation.

Ever increasing technology such as global positioning and freight warehouse management systems will increase efficiencies and make for a stronger and more durable industry.

We will all need training to effectively use the new systems.

Changes that are happening in the structure of the industry as customers rationalise their providers and establish relationships with companies that can provide total logistics solutions, will also result in a need for a wider range of skills and knowledge than has been traditionally expected

Training of course takes many forms and should not be just thought of in terms of the classroom.

Many people today are being trained on the job, by a mentor, or by computer, or even in some cases by distance education.

It will be most important for us to ensure that our training is focused on outcomes that will help us all to achieve a productive and secure environment. We will not be training just for training's sake.

With this in mind, Toll has already in place a series of training initiatives including benchmarking and continuous improvement programs. These include Operation Leapfrog, Long Distance Division, Competency Based Training in Specialised and Toll North and the Logistics Business Improvement Program

Undoubtedly our focus over recent years in particular has been on acquisitions, and we will continue to grow the business to achieve our vision.

However, our future focus is to include training aligned with quality and national training standards, so that our skills and knowledge grow with the business, so we can gain further advantage over our competitors.

Eastern Basin Update



Mark Rowsthorn,
Executive Director

The Eastern Basin Distribution Centre (EBDC) commenced operations on 15 September 1998. It is a joint venture between Toll Logistics and R&H Transport. R&H has operated adjacent to the berth for a number of years and undertaken a range of transport functions such as distribution, container packing / unpacking and cargo preparation.

The EBDC took over the two berths (known as Eastern Basin 1 & 2), 8 hectares of partly developed land from the Newcastle Port Corporation. The partners and the NPC will spend approximately \$10M developing warehousing, infrastructure and equipping the facility to handle a range of break bulk and containerised cargoes.

The development is a key part of the Newcastle Port Corporation's vision to develop the port into a vital freight hub for the Eastern seaboard in the 21st century. It will offer customers a cost effective alternative to the ports of Sydney and Brisbane and provide a gateway for the Hunters' importers and exporters.

If Newcastle is to compete on world markets then we must have a seamless link between sea, road and rail transport. We are attempting to integrate the waterfront operations with land transport and by so doing we are straddling the traditional areas of both the TWU and the MUA. Irrespective of union or award coverage, it is critical that we have labour arrangements that are fair and reasonable for all employees, provide flexibility, reliability and underpin the business strategy of providing this seamless link.

Toll and the TWU have entered into a certified agreement (ratified by the IRC) which enables the EBDC employees to undertake all operations in the facility including ship loading and unloading. Since the operation commenced, the MUA has not accepted that our employees have a legitimate right to choose the union to which they belong and to do all work in the facility. The MUA has actively campaigned against shippers using the facility.

We have offered a compromise to the MUA whereby the stevedoring companies (with MUA labour) could load / unload cargoes to / from ships and our employees would undertake all functions on the wharf. The MUA has rejected this compromise and we have very few options other than using the full weight of the legal processes to resolve the issues.

We cannot invest in state of the art infrastructure and equipment and not address the historical poor work practices and productivity of the waterfront. It is not fair to our employees that the feasibility of the EBDC is being undermined by the continual defiance by the MUA of the legal and industrial relations system of this country .

What we need is a "fair go" from the MUA and then we can all get on making the EBDC the vital freight hub that Newcastle and the Hunter sorely needs in a time when jobs are being lost across a number of industries.

Toll Card

Siciliano Holdings Pty Ltd, a phone spares company has produced 5,000 Toll Phone Cards and has distributed them throughout Australia via Service Stations and Convenience stores.

Toll was extremely impressed with the Phone Card that it aims to have its Toll V8 Touring Car feature on the next phone card.

Look out for the Toll Phone Cards at your local Service Station or Convenience Store.



Oh! What A Feeling!

Toll's partnership with Toyota continues to grow. Toll's new fleet commenced operation at Toyota's Sydney Parts Distribution Centre (SPDC) early this year.

Toll's Automotive Logistics Division has been appointed as the distribution co-ordinator for Parts and Accessories in the Sydney metropolitan and regional areas.

Our service comprises of onsite co-ordination for all Toll activities at SPDC, giving TMCA and Toll one contact for day-to-day operations.

Our own purpose built local 6 tonne tautliners operate 24 hours per day and with the additional resources of two tonne vehicles at midday, handle all stock, VOR, daily and TDO's (Toyota's automated stock replenishment system) requirements.

Toll's approach as one service provider has grown our presence at SPDC, making inroads to traditional opposition markets, and our vision to be the most successful provider of 'Total Logistics Solutions' to Australian Industry heavily relies on the use of information systems to integrate the supply chain.



Automotive Division Relocation

Toll Logistics Automotive Division Relocated in February 1999 to New Premises situated at:

**30 Bedford Street
Port Adelaide SA 5015**

It is in these new premises that Toll Logistics Automotive can employ the synergies of a centralised wharf cartage, local cartage, warehousing and distribution service to its account base.

The premises although completely refurbished maintain the exterior walls of the original Bennett & Fisher Wool Store and date from 1919.

Toll Logistics Automotive as its name suggests is primarily involved in supplying increasingly sophisticated logistics solutions to the automotive industry - a major employer within the state of South Australia.

However, the supplying of logistics solutions is not restricted to the automotive industry. Increasing the expertise employed by Toll Logistics Automotive Division is required in areas outside the automotive industry, particularly concentrating on wharf cartage, sequenced local delivery, and seamless logistical solutions.

For further information contact:

Kevin Davis:
(08) 8240 2288
Mobile: 0417 373 928

Tony Slegers
(08) 8240 2288
Mobile: 0419 520 726



"Planning the day's work"

Planning the day's work is Brian McBride, SA Transport Supervisor (left) with Tony Slegers, SA Operations Manager.

Sydney Macquarie University Link

Australia's first Intermodal Transport Systems Management Postgraduate Certificate begins at the Macquarie Graduate School of Management.

Ross Campbell, from the Newcastle Bulk Services section of Toll Port Logistics became the company's first representative at this new course designed specifically to encourage the development of managers to deal with the complexities of the highly integrated, end-to-end cargo and freight systems.

The program, which is part of the recently established Centre for Maritime and Intermodal Systems, has integrated their comprehensive industry relevant research program with its executive development and other teaching programs.

The Intermodal Systems Management program targets managers, administrators and policy making agencies engaged in the production and movement of freight. It is designed to provide middle and senior managers, new industry recruits, or those with industry experience but without tertiary qualifications, with the knowledge and analytical skills required to deal with the new demands of national and globalised transport systems.

The Post-graduate Certificate has been fully articulated into the Postgraduate Diploma, Masters and MBA programs and it is particularly suited to busy managers Australia-wide as it runs over three intensive five day blocks.

The Centre's director, Prof. Ross Robinson, indicated that a number of leading industry players, aware of the need for a program such as the one on offer, agreed to sponsor the program's development. Toll Logistics was one of the major supporters, along with FreightCorp, P&O Australia and Sydney Ports Corporation. The Chartered Institute of Transport in Australia is also a supporter.

For further course information contact Ports Division on (02) 4954 0388 or 0417 046 516 and ask for Graeme Sargent, or email: graeme_sargent@toll.com.au, or contact him on the internal email system. He will ensure that you are put in touch with the program.

Professor Ross Robinson (MGSM), Toll's PhD Student Mateus Magala, Graeme Sargent (Ports) and Dr Sophia Everett (MGSM) at the launch ceremony for the new Intermodal Systems Management Course.



Toll Sponsors PhD Student from Mozambique, Central East Africa

Mateus Magala from Mozambique, is being supported by Toll Logistics to assist him prepare his PhD Thesis. This will focus on the key challenges associated with the development of regional ports in Australia.

Mateus is well qualified with degrees in Mechanical Engineering (MSc) and Transport Management and recently he completed an MBA at Sydney University. He is also fluent in five different languages.

Recently he was hosted by Port Division's head office to the Hunter Region where he was able to personally interview a range of regional and industry leaders on issues which affect and influence regional ports and their future development. Other regional ports are on his list to visit including Toll GeelongPort and Toll WesternPort in Victoria.

He has already discovered that there are many factors which determine the destiny of regional ports. These can include the port's geographical position, the activities associated with primary value adding processes (e.g. aluminium smelters), benefits from lower land cost (v's capital cities), more flexible workforces and other direct commercial advantages. Over the past twenty years there has been a significant shift where the majority of Australia's bulk cargoes are handled through regional ports. An early indication from his research points to the development of the capabilities of regional ports to fully support more multi-purpose cargo movements.

Should readers want to know more about his research, or maybe to contribute to his knowledge on regional ports, Mateus Magala can be contacted on his email: mmagala@hotline.com.

TRACS - Toll Recognition & Assessment of Competence System

Toll Tasmania has continued the development of their new training and assessment project, now known as TRACS.

The Project Team has finalised the development of the implementation strategy, incorporating full guidelines for Candidates and Assessors as well as the assessment tools and checklists which will be used during the trial period.

The TRACS project was launched at special information sessions in Hobart, Launceston and North-West Tasmania. Employees were informed of the objectives and scope of the Project and details such as, who would be assessed, which depots would be involved and how employees could claim recognition for current or existing competencies. Employees were invited to participate as candidates and join a trial short list of thirty. The trial which commenced mid March began by checking and assessing employees' claims for recognition, in order to recognise current skill levels and establish a training and development plan for each employee.

The assessment process is not being conducted as a "special event" but rather as a continual review during the course of an employee's normal daily work activities. This means recognition of skills whilst on the job.

During the course of the trial the employees that successfully complete levels of competency will be presented with Certificates in Road Transport or Warehousing.

To ensure the continual development of the TRACS program, an application for funding for the 2nd year has been submitted to the Well Fund located in Canberra.

For further information regarding the progress of this program please contact The Project Manager -

Bob Biggar on (03) 6221 3888 or
email: robert_biggar@toll.com.au



National foods

Refrigerated Roadways is known for being the largest refrigerated carrier in Australia. What is generally not known is that it also operates a large contract business supplying dedicated fleets to well known Australian companies. One of these companies is National Foods.

Our association with National Foods commenced due to the deregulation of the milk industry in New South Wales and National Foods being awarded the preferred supplier status for milk to all Woolworths stores in that state.

Refrigerated Roadways had numerous meetings with National Foods and was successful in being engaged to transport milk to Woolworths stores in the Sydney metro area.

This encompassed operating from their North Rocks premises, double shifting the fleet over seven days and delivering 850,000 litres of milk a week.

National Foods continually strives to improve service to the point that every vehicle is fitted with a temptac.

The data from this unit is downloaded to a computer on site, which enables our staff to monitor each load, and ensure product temperature is maintained.

We are proud to be one of the preferred carriers for National Foods and look forward to a long association.



Edwards

Since the last edition so many exciting things have evolved for the Edwards and Refrigerated Roadways businesses. One of the exciting yet valuable projects currently underway is maintaining the cold chain in all states.

As we all know Edwards Transport / Refrigerated Roadways are leading the Refrigerated Transport industry with state of the art temperature controlled facilities.

This is evident with the Webb Dock site. The Webb Dock site is being used as the benchmark for temperature controlled cross-dock / storage facilities, for the refrigerated transport industry. As with the temperature controlled sites in Queensland (Coopers Plain), New South Wales (Arndell Park) and South Australia (Wingfield). The new cross-dock / storage facility at Wingfield is near completion and is a mirror image of the Edwards Webb Dock site. The cold storage facility at Arndell Park is to be upgraded that will enable better temperature control for cross docking and storage.



In addition, Edwards is near completion of its new temperature controlled cross-dock / storage facility at its Burnie depot. This facility will be similar to the Webb Dock facility.

These facilities are helping the Edwards / Refrigerated Roadways businesses maintain the required cold chain and offer their customers door to door temperature-controlled environment(s) that will maintain product(s) integrity.

Refrigerated Roadways

With the recent merger of the Refrigerated Roadways and Edwards businesses on the mainland, a new culture will be developed.

David Riseham, National Transport Manager, believes the potential to harvest this new power source could only be maximised if the current operations were challenged and the people developed to their full potential.

The weeks preceding this decision to merge, firstly Adelaide in the middle of January and concluding with the transfer from our Laverton complex into Webb Dock on the 15th of March has already provided a balance of our freight movement and in turn reduced our empty running in this period.

As part of our ongoing commitment to rationalisation, it was clear that our existing business in Bowen, which was originally setup to move vehicles to southern markets, has changed, and that a large percentage of freight was destined for Brisbane. Toll North as the intrastate division, will assume the overall control of this business in March.

With the consolidation of the two businesses, a new structure has been established with new appointments as follows:

Ian Saffin - *National Linehaul Co-ordinator (Melbourne)*

Scott Clark - *Webb Dock Operations Manager (Melbourne)*

Peter Thomas - *Linehaul Operations Manager (Melbourne)*

Adrian De Jung - *Fleet Controller (Melbourne)*

John Mitchell - *Linehaul Operations Manager (Sydney)*

The removal of duplicate assets and activities has been one of our goals through the process which, will ultimately benefit our customers in cost control and process efficiencies.

Refrigerated Roadways Bundaberg will have a significant growth in 1999 as Fresh Direct (Coles) have nominated us as their only carrier to all southern markets from this region.

Recently audits by two dairy companies were concluded and it was shown that our complexes are at a quality second to none in Australia.



Rainfarms

QRX has joined forces with the world's first and only rainwater farm company to help Australians share in the refreshing experience of drinking pure rainwater.

In what is a revolutionary technology, Rainfarms, the brainchild of inventor and owner Ken Clark, has already started harvesting and bottling pure rainwater at Mena Creek 20km west of Innisfail.

Given the remote location of Rainfarms, in relation to its southern markets of Brisbane, Sydney and Melbourne, transport will play a vital role in the success of the fledgling company. It is no surprise they have turned to one of Queensland's most experienced transport companies to get the job done.

QRX's Regional Manager of Far North Queensland Mr Scott Morgan said the company had already provided transport solutions for Rainfarms by changing pallet sizes to allow containerisation of the bottled water.

The benefits of such a move are threefold. The first simplifies the transport process by eliminating double handling and decreasing the risk of damage. The second relates to a reduction in overall costs through containerisation with savings ultimately passed onto the customer.

The final benefit provides QRX with the opportunity to implement a roundtrip strategy by filling empty containers returning to the south. Scott said, "the Innisfail area is basically a produce area. There are few other industries so the opportunity to back load dry containers is very limited. The Rainfarms allows us to back load these dry containers and compete more effectively with road."

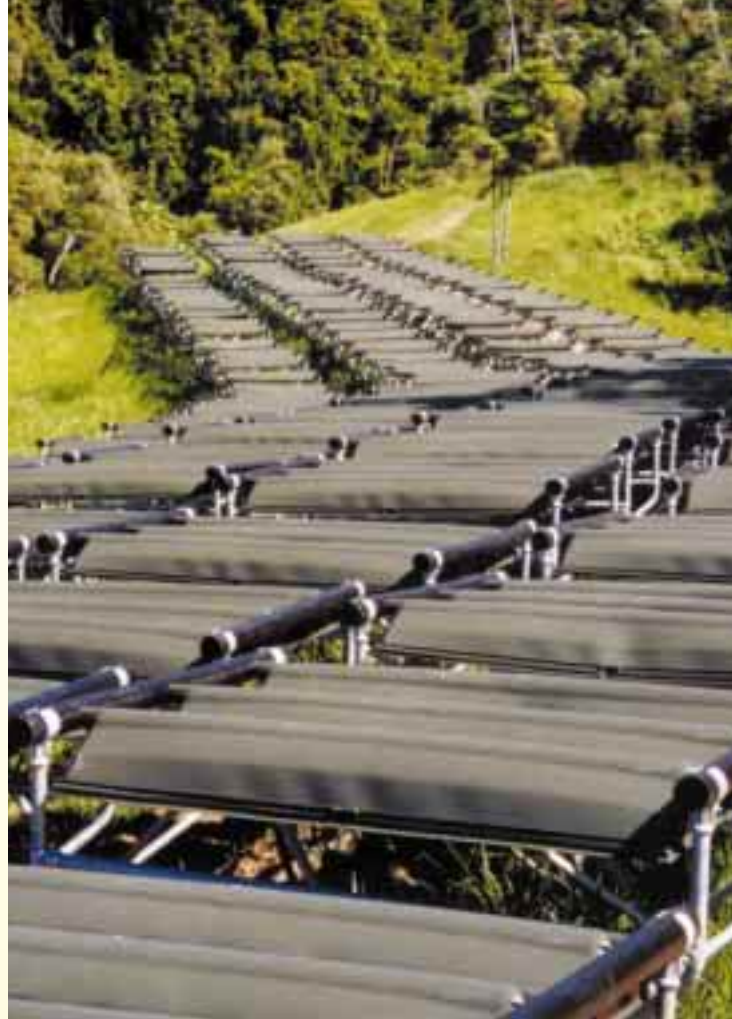
In what has the potential to be a million dollar account, Scott expects QRX to carry close to 2,800 tonne for Rainfarms over the next year, and more than 16,900 tonne per annum over the next few years. This would translate into 16 back loaded containers per week or over 800 per year.

Rainfarms' Factory Manager Mr John Grainer said he could not be happier with the service provided by QRX, particularly during a hectic Christmas period where QRX handled 30 containers in less than a month.

QRX also provides warehousing facilities for Rainfarms in Brisbane, which allows load consolidation and bulk delivery to major Rainfarms' customers such as Woolworths, Coles, Franklins and Bi-Lo.

QRX could also play a significant role in Rainfarms' future plans should the company decide to build another plant in Victoria. Scott said there would be a great opportunity for QRX to round trip its new 45' 4CB containers from Melbourne back to the north.

But for now, Scott said the focus was on helping Rainfarms build their business in partnership with QRX by continually providing innovative transport solutions while maintaining excellent standards in service.



A new Era Dawns

Carpentaria has announced a name change to Toll North to reflect its place in the Australian Transport market and to draw strength from its parent, Toll Holdings.

It is significant that the decision to change the name of the Division came from within the management and staff.

Much research was carried out with the staff and customers and it was overwhelmingly supported that the Toll name was reflected in our business.

“We are proud of the fact that we are part of the Toll group and our operations should reflect that link,” commented Terry Mallon, Divisional Director of Toll North.

Through its businesses NOX, QRX, W&M, R&H, Carpentaria International, Freshmark & Malleys their markets have always had the common thread of providing dedicated transport services to Queensland and the Northern Territory – hence the word North.

It is important to note that the name change to Toll North does not impact on the traditional existing branding of these businesses – other than to support the relationships with other businesses in the Toll Group.

Terry Mallon



When The Going Gets Tough

NOX had to re-route Brisbane to Darwin loading to travel via Adelaide due to the flooding in the North during January.

This ensured that NOX customers were serviced as freight continued to travel.

The only load that was delayed was left high and dry at Camooweal and as you can see by the photograph (courtesy The Courier Mail) the driver was keen to get this load of Produce, Beer and General Goods delivered as soon as it was safe to travel.



NOX Drivers' Mark Baker and Cameron Young navigate the flooded road at Camooweal (North West of Mount Isa).

Scania Awarded Toll SPD Contract

Toll Holdings Limited is planned to conduct a major review of its vehicle fleet in order to develop a long term strategic plan which will address replacement schedules, whole of life costs, generic specifications and establish assessment criteria fit for purpose decisions.

In the fourth quarter 1998, Toll SPD identified a critical vehicle replacement program for 26 vehicles to respond to rising volumes of distance demand for its services. After an indepth quotation and evaluation process, Scania Australia was Awarded to contract for 26 vehicles.

Scania was assessed as having best met criteria standards such as vehicle price, contracted requirements, suitability and cost of life objectives and delivery programs. They are also able to provide service and parts support on a nation-wide basis.



David Jackson, General Manager of Toll SPD is pictured (left) accepting the keys from Scania Australia's Managing Director, Hakan Eriksson to the first of 26 Scania trucks the company has ordered.

Career Plus Program

Toll's recent decision to participate in the DOXA Youth Foundation's Career Plus Program has seen two young people start a traineeship with Toll in January 1999. Janet Spaulding and Oscar Rosa are two new members of the Toll Group at Toll Tasmania and Toll SPD respectively.

Participation in the Career Plus Program is just one of the initiatives launched in recent months that will develop people, build organisational capability, and contribute to communities in which Toll is located.

Other initiatives have included participation in the Victorian Youth Employment Initiative, Federal / State Traineeships and the RMIT Logistics Co-operative Education Program.

The DOXA Youth Foundation was established in 1972 as a voluntary, non-denominational, self-funding organisation. Its mission is to create opportunities for disadvantaged youth. DOXA's programs are designed to assist young people with overcoming difficulties such as unemployment, early school leaving or difficult personal circumstance. In addition to the Career Plus Program, DOXA's other programs include a camp facility in Malmsbury which is made available to disadvantaged schools and the Hollingworth Cadetship Program which provides disadvantaged youth with the opportunity to pursue university education and gain future employment.

The Career Plus Program provides opportunities for early school leavers from disadvantaged backgrounds to undertake a traineeship and secure meaningful employment. The program has been operating since January 1998 and to date 71 young people have been assisted with securing traineeships in a range of Industries, including retail, hospitality and administration. With the support of the Victorian Road Transport Association the program has assisted 18 young people to start careers in the transport industry.

Traineeships are a flexible 12 month program combining employment with a combination of both on and off the job training. They are designed to provide entry-level training to new

employees. Traineeships allow trainees to gain a nationally recognised qualification and employers to develop a skilled and committed staff member.

The Career Plus Program has several unique features that are designed to enhance the young person's traineeship. They include an 8 day pre-interview training program, designed to prepare the young person for interviews with sponsoring companies and a five week pre-employment training program for the successful trainees, designed to equip them with skills they need to make an effective contribution to their workplace from day one. The program also provides ongoing support to the trainee and employer for the 12 months. Part of this support includes a Mentor's Briefing Session for the supervisors of the trainees and Toll was represented at this session held in early January.

Janet will be working with Toll Tasmania in an administrative traineeship and Oscar will be undertaking a road transport traineeship with Toll SPD.

Oscar Rosa, 20 years old. DOXA "Career Plus" Program trainee.

Oscar Rosa is 20 years old and joins Toll as a "Career Plus" program trainee. Oscar will be trained in all aspects of our business from forklift driving, cross-docking, manifesting and customer service. The traineeship is for 12 months.



Matthew Lonsdale, 20 years old. Co-operative Education Student

Matthew Lonsdale is currently studying Transport & Logistics Management at RMIT and joins Toll in his 3rd year of study as a Co-operative Education Student.

Matthew joins us in his 3rd year of study and will be introduced to all aspects of the business. He will be working closely with the head office team on a number of special projects throughout his 12 month stay with Toll.



Annual Convoy For Kids

COVER STORY

On Sunday 28 February 1999 The Annual Convoy for Kids was held at the Melbourne Fruit and Vegetable Market in Footscray Road, Footscray.

A number of Toll Express, Toll Linehaul and Toll SPD fleet met at the Toll Express Mt Waverley Depot before they headed off to Dandenong to begin the convoy.

Lou Zachs (pictured in the cover photograph wearing a T-Shirt and shorts in the very front row) along with Charlie Attard from

Toll Workshop, Brooklyn, enjoyed organising the drivers for the day as we blocked Gilby Road, Mt Waverley in order to get the shot.

The Toll Group's efforts were rewarded with a spectacular trophy for the 'best presented fleet' and the trophy is now on display at our Brooklyn Reception area.

Maybe next year we will block the Princess Highway!!!

The Toll Bike Race

Many readers of the Toll Today magazine will recall the article which appeared in the Winter 1997 issue - "Toll Bike Challenge."

For our new Toll people, the Toll W.A. Bike Challenge was born after a chance conversation on fitness levels.

The event has been held every year since at the Olympic standard Midland Velodrome and comprises a ten kilometre race (40 laps) and a Sprint - and now attracts riders not only from Toll Express but also Toll SPD, Refrigerated Roadways and NQX.

Arthur Lucas-Hill (Toll Express) completed the Trifecta last year with his third win in as many years (16.5 minutes for the 10 kms. and 18 seconds for the Sprint) with Paul Read of Toll SPD a close second - however, the gauntlet has been thrown down and serious

training has already started for this December with some very keen riders having their eyes firmly on the Trophy!!

A new event is now being organised - to be known as the "Toll 400." This will involve a 400-kilometre ride to be completed in 24 hours.

The Toll W.A. Bike Challenge is open to all Toll divisions in Western Australia and the Certificate awarded to all participants says it all. Although winning is desirable, it is not the only measure of achievement. Taking part in a team event is rewarding in itself!



In Memory of Will Somers

All of us at Toll SPD and Toll Express (Brisbane), were saddened by the tragic loss of Will Somers and our thoughts go to his wife, Kerrie and children Kylie, David and Megan.

On 24 November, 1998, Will Somers was on duty at a client's premises when he passed away.

This sad day will remain with those closest to Will and the family forever and only time will heal the intensity of the pain we feel today.

In memory of Will and his family, the Toll SPD and Toll Express management and employees have donated a total of \$3,420 to help ease the financial burden. Clients were also extremely generous donating a ute full of goods at Christmas. This was recognised by Kerrie and the children as indicated in the following thank-you message:

"To All the Staff and Management of Toll SPD, I would like to thank you all so very much for your generosity and offers of support during this terribly difficult time for us.

Nothing will ease the pain of losing Will but it is comforting to know of the many friends and workmates he had."

Thank you

Kerrie, Kylie, David and Megan Somers.

Some of the clients that contributed to this generous Christmas hamper were as follows: • **Lever Rexona** • **San Remo** • **Kraft** • **Westons** • **Orlando** • **Dowe Egbert** • **Wrigley's** • **Snack Brands Australia**

Vale - Gordon Veness 1953 - 1999

Gordon Veness (Newcastle Manager Port Logistics) suddenly passed away on Saturday 6 March 1999. Gordon will be sadly missed by his wife Sue, children Robert and Tammie, other family and all those who had the pleasure of working and "playing" with him.

Gordon started with TNT Bulk at Kempsey in 1993. He was manager for the Northern NSW area and spent much of his time travelling around the branches working with both staff and customers. In 1996 he transferred to Newcastle and took up the reins of the Port Logistics business. As with all of his undertakings Gordon quickly settled in and put his own special stamp on the business.

He was larger than life - an imposing figure physically and a great bloke to be around. He loved his job and showed that in the way he dealt with workmates and his customers. Workmates and customers came from many parts of the country to attend his funeral and that showed the high regard in which Gordon was held by all. He worked across many industries - meat, transport packaging to name a few.

Gordon was always there for his workmates - whether it was a late shift on the wharf or an early start to talk to the drivers - he was Mr Reliable.

Sport was his great love - like most Aussie blokes - football and horse racing were his two favourite topics. At the races he was in his element - racebook in one hand, beer in the other surrounded by people. Whether he was bullying the bookies or terrorising the Tote he always had a good time.

Lately Gordon took up golf - and as with everything he played with gusto and passion. About 12 months ago, at Cape Schanck in Victoria, Gordon looked the consummate professional in the golf cart

- until he took off and the golf sticks came tumbling off the back of the buggy - scattering the sticks all over the path. Gordon claimed sabotage - to this day no one has owned up.

Gordon worked very hard and was passionate about the business and the people who worked with him. A business like Toll cannot grow and succeed without people like Gordon. Gordon was a vital part of the team. His contribution will be around for many years to come. As a wise man once said "Enthusiasm finds the opportunities and energy makes the most of them." He had enthusiasm and he had energy by the truck load.

This big bloke with a heart of gold has touched us all - he may have been taken away from us before we were ready but nobody can ever take away the memories that we have. He was a son, husband, a father, a grandfather, a brother-in-law, an uncle and he was a mate. He made work an easy place to go to. He'll be sadly missed by all.

In Memory of Michael Radford

Michael Radford joined Toll on 1 November 1993 and left Toll Automotive Logistics Adelaide on 24 February 1999.

We were all saddened to hear Michael (28 years old) died tragically in a truck collision on 28 February 1999.

He was a wonderful husband to Sharee and loving father to Bradley and Nicole. "Michael you were a great workmate and we will never forget your happy demeanour." From the Toll Automotive Logistics Adelaide branch on behalf of management and staff.

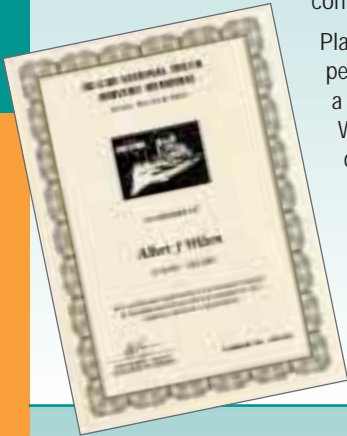
Re-Car Consolidated Industries Pty Ltd

The National Truck Drivers' Memorial in Tarcutta is a memorial site filled with plaques of people who have lost their lives either behind the wheel or those who have died of other causes, but who have contributed significantly to the transport industry.

The memorial and its reputation have grown over the past five years, increasing interest has been shown from many large companies within the transport industry.

Plaques are updated with additional names twice per year. An example of such an inscription on a 'personality' plaque would be Don Watson of Watson's Transport, whom you may recall died racing a touring car at Bathurst some years ago.

In addition to the inscription, the next-of-kin receives a certificate marking their loved one's inclusion on the wall, as well as copies for other family members as needed.



Toll is proud to contribute to the maintenance of the site.

Kulin Charity Rally

Chris Meadwell is a Credit Officer with Toll IPEC in Kewdale Western Australia who has been an entrant in the Kulin Charity Rally since 1997, which is run over the Queen's Birthday long weekend in September each year.

The event is a low profile fundraising navigation trial of approximately 1200 - 1500 kilometres the route of which comprises of both bitumen and gravel roads through country WA.

The 1998 rally attracted 36 vehicles, one of which was a 1967 Mini crewed by Chris Meadwell (Driver) and David Beall (Navigator and Chief Mechanic).

Final results put the Mini in 4th place in the 1960 - 1969 division and 8th over all, gaining first place on the special stage in Coorow. This was an improvement on the previous year's 5th place in the same division and 15th overall.

Planning for this year's rally is under way and any sponsorship is welcomed!

The event organisers are the Australasian Order of Old Bastards (Kulin Branch) and past beneficiaries include Association for the Blind, Royal Flying Doctor, AOOB Hospital Project & Country Services.



Surf Season - First Quarter Results

The first quarter of the surf season has progressed with the first four carnivals being Point Leo, Anglesea, Jan Juc and a double carnival in Portland. The Point Leo, Anglesea and Jan Juc carnivals were all standard Victorian competition carnivals whereas the Portland carnival was a two day State versus State competition where Soren Luckins was selected to race for Victoria in the Open Ironman, Open Ski, Under 21 Ski and Board rescue.

So far Soren Luckins has won the Under 21 Ski at every carnival, placed in the top 6 in each Open Ski final, Top 3 in Open Ironman and had a few different wins in events such as board rescue and double ski.

The most prestigious event at a surf carnival is the Taplin relay, which is a club versus club affair. There is usually a half-hour break before the race so that the whole beach can gather to watch. The event consists of two board paddlers, then two ski paddlers then

two swimmers racing in one long relay which is designed to test the strength and depth of each club. Soren generally races as the first Ski paddler in the Taplin but has had to swap around at different carnivals to fill wholes in the team.

"Under 21 Victorian Surf Ski Championship 1999"





19 February 1999

Darryl Beckwith
State Operations Manager
QRX
PO Box 262
ARCHERFIELD QLD 4108

Dear Darryl

Re: North Queensland Floods/Cyclone Rona

I would like to express my sincere appreciation for the tremendous effort put in by you and your staff to move stock into our stores under the most adverse conditions experienced recently in North Queensland.

With conditions changing by the hour, and reporting that is often inaccurate, it is very difficult to make sound decisions when based in Brisbane. It is under these trying circumstances in particular that we rely heavily on the good judgement, and experience of our carriers to advise us on viable courses of action, and on their dedication to follow through when suitable opportunities to move stock present themselves.

Please pass on my thanks on behalf of Woolworths to those many people who put in so much effort to assist our stores.

Yours faithfully,
WOOLWORTHS (Q'LAND) PTY LIMITED

IAN CRAWFORD
Distribution Manager

SUBJECT: Air Freight Consignment of Automotive Glass

Dear Bruce,

On Monday of this week we advised your Sydney office of a customer order that required the air freighting of 16.5 tonne of product from the USA. The urgency of this consignment dictated that we undertake its loading directly to an interstate vehicle at Sydney Airport and transport it overnight, by road, to our plant in Victoria for processing the following day.

Whilst we had arranged for one of our Sydney staff to supervise the loading of this fragile load and undertake its shoring, I understand that the assistance provided by your Sydney team and the Melbourne based driver made the task a lot easier.

This same team also put a lot of effort into tarping the load in the quickest time possible, which assisted delivery at destination to be effected around 10:30 a.m. the following day.

On behalf of Pilkington I would like to thank The John Nash Transport Div. of Toll Logistics for their prompt attention to our needs and the successful delivery of this urgent air freight consignment.

Please pass on our special thanks to all involved for the extra after hours effort that was needed to accomplish it.

Regards,

Colin Heaps
Distribution Services Manager.

Pilkington (Australia) Limited A.C.N. 006 904 052
Glass Division
95 Greens Road, Dandenong, Vic. 3175, Australia Locked Bag 1350, Dandenong South, Vic. 3164, Australia
Tel: (03) 9212-2222 Fax: (03) 9212-2113 Fax Intl: 61 (3) 9212-2113

January 1999

Mr John Danaher
TOLL EXPRESS
20 CAWLEY ROAD
BROOKLYN, VIC. 3013

Ciba

C.C. Collin Lyons / T. Petrovski / J. Fabris / J. Kilbom

SUBJECT: TRANSPORT PERFORMANCE 1998

Dear John

As part of the AS 9002 Accreditation Standard Procedure we must monitor and advise all our preferred carriers of their performance, and also part of our Customer service agreement.

Your achievement rate for on-time deliveries for 1998 were 99% compared to our contract requirement of 98%.

Please find attached your company performance for the year 1998 result.

Yours faithfully

CIBA SPECIALTY CHEMICALS PTY LIMITED

E. DANTON
Warehouse Manager

PO Box 332
229 Settlement Road
Thomastown Victoria
Australia 3074

10 December 1998

QRX
Curzon Street
TENNYSON QLD 4105

Dear Sirs

I was driving on Ipswich Road, Annerley, near the PA Hospital on Thursday afternoon 10 December about 3pm. I was in a lane to turn right and realised I needed to go further on and, because I was lost, late and panicking, I pulled out into the left lane down which a QRX semi-trailer was travelling. How he stopped in time I don't know.

I am writing to apologise if it is possible to let the driver know. The registration number of the truck was 114 and I think ORC. I expected to be blasted and was even frightened that the driver might get out and abuse the living daylights out of me. But none of those things happened. I am so grateful he was such a good driver and I do sincerely want to apologise.

Yours sincerely

JAN TROUNCE
PO Box 168
STONES CORNER QLD 4120



Roche Eltin Joint Venture
Pasmnico Century Mine
61 Sturt Street Townsville Q
Site Ph (07) 4769 5400
Site Fax (07) 4769 5411
Postal Address:
PO Box 938 Townsville Qld 4810

20th December, 1998

Mr David Madeley
NQX Freight System
PO Box 1930
MOUNT ISA QLD 4825

Dear David,

Just a note to say thank you so much for your assistance in relation to our fundraising ball. Your support was very much appreciated. We successfully raised \$21,650, for the Royal Flying Doctor Service, as well as, having a really fabulous night.

On behalf of the ball committee, thank you again to NQX Freight System for your support, and we look forward to a continued valuable working relationship.

Yours Sincerely,

Ronnie Forsyth
On Behalf of the Ball Committee

DuPont Responsible Shipper Award 1998

This award is presented to
Toll Logistics Ltd - Sydney



In recognition of the outstanding effort of the personnel involved and the exemplary support of the shipper, the award is presented to Toll Logistics Ltd for their exceptional service to the shipper, their commitment to safety, and their dedication to the shipper's business.

Presented on 11 Dec 1998

Staff Milestones

CLUB 10

Toll Logistics – Club 10

Alan Anstis, Toll GeelongPort, Geelong, Vic.
Bruce Wade, Beverage & Country Logistics, Schweppes, Brisbane, Qld.
Cameron Smith, Food & Retail Logistics, Coles, Qld.
Edward Simpson, Manufacturing Logistics, Chullora, NSW.
John Carroll, Beverage & Country Logistics, Kempsey, NSW.
Kevin McKinnon, Manufacturing Logistics, Dandenong, Vic.
Les Hall, Beverage & Country Logistics, Schweppes, Brisbane, QLD
Michael Parnell, Food & Retail Logistics, Unifoods, Vic.
Rick Coupland, Manufacturing Logistics, Chullora, NSW.
Russell Baxter, Resource & Government Logistics, Brisbane, Qld.
Shane Coster, Automotive Logistics, Ford Melbourne, Vic.
Stephen Black, Manufacturing Logistics, Chullora, NSW.

Toll Long Distance – Club 10

Dennis Kumsing, Toll SPD, Brisbane, Qld.
Noel McKay, Toll SPD, Brisbane, Qld.
Peter Veal, Toll SPD, Brisbane, Qld.
Warrick Clare, Toll SPD, Brisbane, Qld.

Toll Specialised – Club 10

Athol Gamble, Toll Tasmania, Launceston, Tas.
Cameron Proctor, Toll Tasmania, Launceston, Tas.
Graham Lincoln, Toll Tasmania, Burnie, Tas.
Kenneth Pullen, Toll Tasmania, Hobart, Tas.
Peter Barker, Toll Tasmania, Devonport, Tas.

Toll North – Club 10

Barry Roberts, QRX, Moolabin, Qld.
David Hughes, QRX, Moolabin, Qld.
David Macbean, QRX, Moolabin, Qld.
Dennis Bollard, W&M, Brisbane, Qld.
Fred Burgess, QRX, Moolabin, Qld.
Garry Offord, QRX, Moolabin, Qld.
Garry Reilly, NOX, Alice Springs, NT.
Gary Hayes, NOX, Sydney, NSW.
Gary Moran, NOX, Darwin, NT.
Greg O'Brien, Equipment, Townsville, Qld.
James Poulsen, NOX, Hamilton, Qld.
Jimmy Lumsden, W&M, Brisbane, Qld.
John Jenkins, NOX, Toowoomba, Qld.
Kelly Curtis, Toll North Head Office, Coopers Plains, Qld.
Kevin Lyons, NOX, Toowoomba, Qld.
Leigh Reynolds, NOX, Brisbane, Qld.
Lesley Trautner, Toll North Head Office, Coopers Plains, Qld.
Leslie Paluszkiwicz, QRX, Moolabin, Qld.
Mario Mifsud, QRX, Moolabin, Qld.
Mark Bretherton, NOX, Katherine, NT.
Mark Dickson, NOX, Darwin, NT.
Mary Smith, Toll North Head Office, Coopers Plains, Qld.
Michael McConnell, QRX, Moolabin, Qld.
Peter Clearly, QRX, Moolabin, Qld.
Robert Gricks, NOX, Townsville, Qld.
Sam Weerasinghe, NOX, Brisbane, Qld.
Steve Da Rui, NOX, Perth, WA.
Steve Kenny, Toll North Head Office, Coopers Plains, Qld.
Steven White, QRX, Moolabin, Qld.
Tim Kehoe, QRX, Moolabin, Qld.
William Madgen, NOX, Hamilton, Qld.



Natalie Wise joins Toll as Office Trainee.



Carol Khella joins Toll as Receptionist.



Sandra Di Pietro joins Toll as Secretary to GM Purchasing.



Bertilla Bin joins Toll as Payroll Officer.

CLUB 15

Toll Logistics – Club 15

Ernest Milme, Manufacturing Logistics, Dynon, Vic.
Leigh Norquay, Toll GeelongPort, Geelong, Vic.
Ronald Fryers, Manufacturing Logistics, Dandenong, Vic.
Wayne Flood, Food & Retail Logistics, Tankers, NSW.

Toll North – Club 15

David Watson, QRX, Rockhampton, Qld.
Don Michell, W&M, Brisbane, Qld.
Gary O'Mahoney, QRX, Moolabin, Qld.
Robert Cooney, QRX, Moolabin, Qld.
Terry Brown, NQX, Brisbane, Qld.

Toll Specialised – Club 15

David Woolley, Toll Tasmania, Hobart, Tas.
Gary Weeks, Toll Tasmania, Hobart, Tas.
Tony Hughes, Toll Tasmania, Burnie, Tas.

CLUB 20

Toll Long Distance – Club 20

John Rogan, Toll SPD, Enfield, NSW.

Toll North – Club 20

Edward Jacobson, NQX, Coopers Plains, Qld.
Gary Olsen, Toll North Head Office, Coopers Plains Qld.

Toll Specialised – Club 20

Andrew De-Ville, Toll Tasmania, Hobart, Tas.
Wayne Donohue, Toll Tasmania, Launceston, Tas.

CLUB 25

Toll Long Distance – Club 25

Kerry Quirk, Toll SPD, Brisbane, Qld.

CLUB 30

Toll Long Distance – Club 30

Bob Smith, Toll SPD, Brisbane, Qld.
Robyn Dwyer, Toll SPD, Enfield, NSW.

CLUB 35

Toll Logistics – Club 35

Peter Messinger, Toll GeelongPort, Geelong, Vic.

Toll Long Distance – Club 35

Noel Andrews, Toll SPD, Brisbane, Qld.

Toll North – Club 35

John Reese, Toll North Head Office, Coopers Plains, Qld.

*Congratulations on your
Years of Service*



Lilian Gordon joins Toll as Payroll Administrator.



Alan Barraclough joins Toll as Project Manager IT.



Anthony Hocking joins Toll as Management Trainee, Toll Specialised.



Kristen Evans joins Toll as Secretary to the GM, Automotive Logistics.



DIVISION

BUSINESSES

SERVICES

Toll Long Distance



Toll Express
Toll SPD
Toll Train
Toll IPEC
Toll Linehaul

Full load and less-than full load national distribution
Multimodal
Rail line haul operations
Time sensitive road-express service for lightweight freight consignments.

Toll Logistics



Toll Automotive
Toll Manufacturing
Toll Ports
Toll Beverage and Country
Toll Resources and Government
Toll Food and Retail

Specialised warehousing including overflow and cross-docking
Inventory management
National and contract distribution
Port operation management
Dynamic vehicle routing
Sequence in line supply
Packaging design and manufacture
Recycling
Project and facility management

Toll North



NOX
QRX
W&M Meat Transport
Carpentaria International
Kimtrans (50%)
R&H Transport (50%)
Freshmark
Malles Transport (50%)

Specialist regional Queensland and Northern Territory carrier
Multimodal
Refrigerated freight services
International freight forwarding
National service capability
Bulk and wharf services
Fresh produce specialist carrier

Toll Specialised



Toll Tasmania
Refrigerated Roadways
Edwards
NZ Forwarding

Cold chain management
Coastal shipping
Temperature controlled distribution and warehousing
Cross-docking
National distribution

THE TOLL GROUP DIVISIONAL OFFICES:

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OUR VISION

*To be the most successful provider of integrated
"Total Logistics Solutions" to Australian Industry.*

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