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Adaptable
Reliable

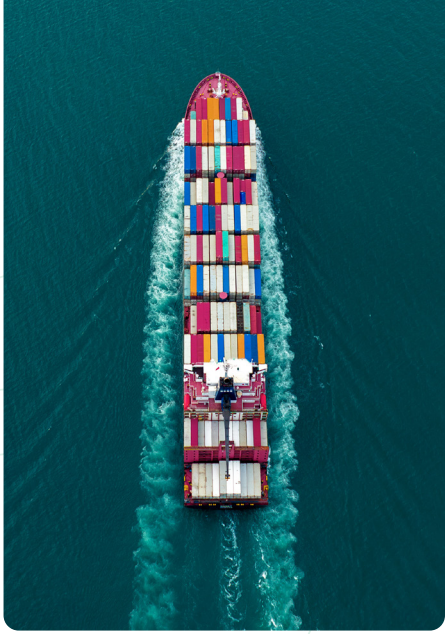
GOVERNMENT AND DEFENCE

We deliver customised and integrated solutions enabling our partners to achieve success.

Anywhere. Anytime.

TOLL

At Toll, we do more than just logistics – we move the businesses that move the world.



Our 14,000 team members can help solve any logistics, transport or supply chain challenge – big or small.

We have been supporting our customers for more than 130 years.

Today, we support more than 20,000 customers worldwide with 310 sites in 30+ markets, and a forwarding network spanning 140 markets.

We are proudly part of Japan Post.

Toll at a glance

14,000
team members worldwide

A$5.1B
revenue, with 32% from Asia

Dual HQs
Singapore and Melbourne

20,000+
customers

JP POST 日本郵便

Proudly part of **Japan Post**

3M sqm
warehouse space

Safety Obsessed
care for our people and community

550,000+
air and ocean freight shipments annually

310+ sites
in 30+ markets

7B litres
of fuel delivered

A forwarding network spanning
140* countries
Asia, Australia, North America, Europe & Middle East

3,000+
rescue missions annually by Toll Ambulance Rescue

Net zero
Sustainability by 2050

44,000+
transportation vehicles, vessels, plants and equipment

*Includes owned and leased sites, and excludes customer-owned facilities operated by Toll Group.

Figures are based on Toll's financial year FY2025 reporting period. The information is current as of June 2025.

We are a trusted partner delivering innovative solutions for operational excellence and mission success

We have vast expertise within the Government and Defence regulatory environment and the required accreditation, having built strong relationships with key industry stakeholders over many years.

Whether it's relocating crucial resources and infrastructure, establishing and maintaining remote base camps at speed, co-ordinating complex logistics programs, providing world-class training or delivering critical rotary wing or port agency services - we deliver what our clients need.

We deliver customised and integrated solutions enabling our partners to achieve success. Anywhere. Anytime.

Aviation

- Rotary Wing Operations
- Fixed Wing Flight Operations
- Unmanned Aerial Systems
- ACE Training Centre

Theatre Supply Chain

- Core Supply Chain
- Sustainment Services
- Contingency Services
- Specialised Services

Managed Services

- Case Management Services
- 4th Party Logistics Supply Chain Services
- Sourcing and Procurement
- Relocations

Healthcare Logistics

- 3rd Party Logistics Warehousing and Distribution
- 4th Party Healthcare Services
- Freight and Cold Chain Transportation Management
- Healthcare Supply Chain Consultancy

Australian Defence Force – Defence Theatre Logistics

Starting in October 2025, Toll have been selected the Department of Defence to deliver vital equipment, supplies and support across Australia as part of the new Defence Theatre Logistics (DTL) contract. Consolidating two existing contracts, Toll will streamline the delivery of warehousing, national distribution, and retail store services across the Defence network.

The scope of the work includes major warehousing and storage at 18 sites and 38 supporting warehouses offering over-the-counter services. These services include warehouse management, inventory management, receiving, storage, inspections, transfer, and issuing for products such as vehicles, specialised equipment, and oversized stock.

Retail services will also be delivered at selected Defence locations, enabling ADF members to order, transact and collect items locally. Toll will also manage the operation of a national distribution network between those sites and supported ADF establishments.

Case studies

Australian Defence Force | Procurement and Distribution of Commodities

1

Key objective of Toll's Defence Supply Marketplace system was to harness smart-buying principles from multiple suppliers across Australia to reduce costs and significantly improve the procurement, delivery and management of Defence commodities.

Toll combined capability, experience, and resources to effectively deliver on Defence requirements, creating a bespoke 4PL ordering system dubbed 'the Amazon of Defence' due to the breadth and functionality of its procurement and logistical capabilities.

By simplifying the end-to-end creation, optimisation and management of the commodity supply chain, Toll has reduced complexity and administration burden of procurement activities to enable Defence to focus on core operational activities.

SUPPLY MARKETPLACE
ONLINE MARKETPLACE FOR PROCUREMENT OF DEFENCE CONSUMABLE INVENTORY

Australian Defence Force | Relocations

2

For more than 12 years, Toll has been delivering relocation and management services to Commonwealth and State Governments. Toll's relocation management servicescurrently support over 23,000 members and their families through each stage of their relocation process with minimal disruption and maximum efficiency.

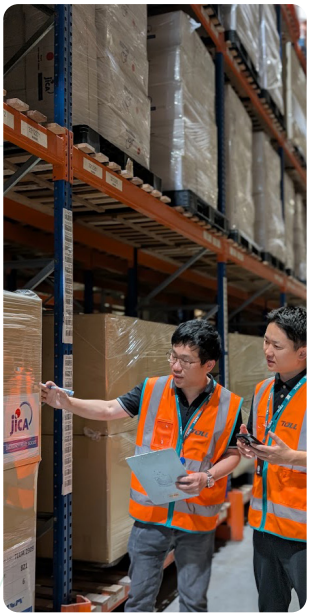
Toll's 4PL management model provides services in accordance with Commonwealth procurement rules.

Toll has fostered multi-level relationships with Defence Housing Australia (DHA), assisting in better understanding of each other's business operations and how to work effectively together to support Defence and its members.

Toll maximises Australian industry participation across the entire supply chain and provides all panel providers with equal opportunity to quote and win work based on eligibility to perform the services, proven track record and best value for money.

JP Logistics

JP Logistics' Government and Defense division leverages Japan Post's extensive network, including 24,000 post offices and approximately 70 domestic transportation hub warehouses, to deliver comprehensive logistics solutions for disaster relief, public and defense sectors.



By integrating regional storage and warehousing capabilities, we ensure the rapid and reliable supply of essential goods to support critical operations.

Our expertise spans the transportation of a wide range of project cargo, including defense-related materials, emergency relief supplies, live animals, research equipment, and Official Development Assistance (ODA) items. We tailor our services to meet the specific requirements of each project, handling complex and sensitive cargo with care and precision.

We offer integrated multimodal transportation solutions across air, sea, and land. This flexibility enables us to optimize delivery routes and schedules, ensuring safe, efficient, and cost-effective logistics operations. We work closely with government agencies, defense organizations, and other partners to maintain the highest standards of security and compliance throughout the supply chain.

Committed to excellence, we continuously invest in advanced technologies and process improvements to enhance visibility, traceability, and responsiveness. Our teams collaborate closely with clients to anticipate challenges and swiftly adapt to evolving operational needs.

Why choose JP Logistics?

1

Domestic – Management of Disaster Relief Supplies in Shinagawa Ward (Tokyo) and Relief Support

JP Logistics has partnered with key Tokyo municipalities, Shinagawa and Koto wards, through agreements to manage the transportation and storage of disaster relief supplies, ensuring seamless logistics support from peacetime to emergencies. During the 2024 Noto Peninsula Earthquake, we promptly delivered essential relief supplies to affected areas, contributing to recovery efforts.

ST Logistics

ST Logistics is a Singapore-based company with over 50 years of experience in delivering integrated and cost-effective supply chain solutions to the Defence, Government and Healthcare sectors.

In May 2024, we were officially designated as a Designated Entity-affirming our strategic national importance in safeguarding Singapore's supply chain continuity and security.

Our comprehensive suite of services spans the entire spectrum of supply chain and logistics - ranging from procurement and warehousing to last-mile distribution, asset management, and emergency response. Through digitalisation and automation, we build an agile, connected logistics ecosystem that meets the evolving demands of our public sector partners. Whether in times of crisis or day-to-day operations, our mission-oriented workforce are committed to serving with precision.

Our capabilities

Procurement

- Demand aggregation
- Contract & vendor management
- Quality management
- Global network of suppliers

Freight forwarding

- Multimodal transport (air, sea, land)
- Cargo dimensioning & tracking
- Customs clearance
- Packing & stuffing

Supply chain

- Multi-temperature storage
- Inventory management
- Warehouse management system (WMS)
- Automated storage & retrieval (ASRS)
- Pick and pack for order fulfilment
- Last mile delivery
- Onsite replenishment
- Labeling and repackaging
- Kitting and assembly
- Reverse logistics
- Asset management

Technology

- SiTadeL control tower
- Autonomous techstore
- Unmanned stores
- Smart lockers
- Smart cabinets

Specialised capabilities

Emergency Procurement

Surge Capacity

Secured Freight

Emergency Logistics

Aviation and Marine Logistics

Why choose ST Logistics?

ST Logistics – Enabling Singapore's Defence & National Readiness

1

Trusted for our secure and integrated supply chain solutions, ST Logistics supports Singapore's military with end-to-end defence logistics – spanning procurement, warehousing, and both local and overseas deployment support. This ensures mission readiness in routine operations as well as large-scale exercises.

Our integrated logistics ecosystem delivers the speed, scale, and precision required for both day-to-day activities and high-stakes deployments. Beyond defence, STL also manages logistics for elections, emergency responses, and Humanitarian Assistance & Disaster Relief (HADR) missions, demonstrating versatility and reliability across diverse operational scenarios.

These missions underscore STL's ability to perform under pressure, reinforcing our role as a trusted partner in safeguarding Singapore's readiness at home and abroad.

Next Generation Supply Chain for Emergency Response

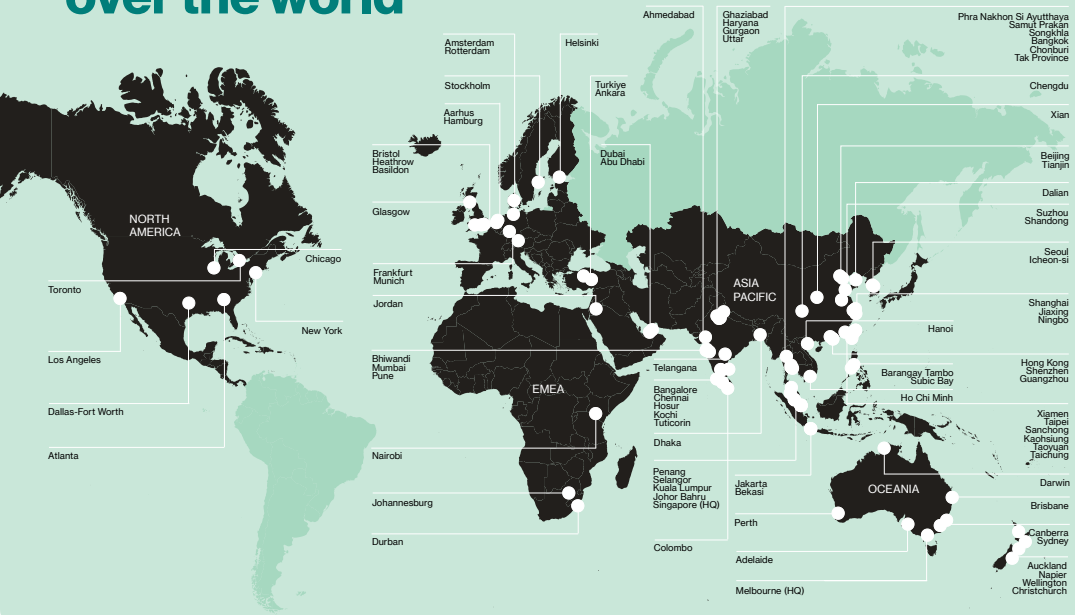
2

ST Logistics supports the Singapore Civil Defence Force (SCDF) by transforming the way ambulance replenishment is managed. Traditionally, paramedics had to return to fire stations after patient handovers, causing long turnaround times and added workload from manual inventory management.

To solve this, ST Logistics introduced the eMedCab at hospital emergency departments for on-site replenishment, and deployed automated medical stores at fire stations to manage inventory in real time and trigger restocking seamlessly. These solutions are being implemented islandwide across Singapore, ensuring readiness in every region.

This integrated ecosystem cuts turnaround from over half an hour to just minutes, eases the burden on paramedics, and ensures supplies are always available – strengthening the speed, efficiency, and resiliency of SCDF's ambulance operations.

We have offices all over the world



Beyond our services, Toll is committed to sustainability through effective social responsibility and meaningful community engagement.

Our Vision

We strive to drive diversity amongst our team and throughout our industries.

We're committed to supporting Veterans inside and outside of active service and we prioritise the well-being of our team members and local communities throughout all our operations and projects.

TOLL GOVERNMENT AND DEFENCE	ST LOGISTICS	JP LOGISTICS
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TOLL