



MESSAGE FROM THE BOLTONS

Let the good times roll!

The past year has been difficult for many businesses with the macro-economy improving marginally in the latter half but Cargo Carriers has weathered the ups and downs extremely well.

Given the uncertainty at the commencement of the financial year we certainly did not anticipate the extent of the full year's results. The current year saw our transport revenue decline by R39,2 million (mainly due to the passing on of the benefit of falling fuel prices to our customers, and a determination on our part to replace bad business with good), but our profit from operating activities increased by 26% from R38,2 million to R48,1 million. Our interest costs decreased due to lower rates and a low level of gearing over the year, resulting in very pleasing increases in earnings per share of 44%, and headline earnings per share of 116%. It is with great pleasure that we were able to announce a consequent 59% increase in our annual dividend from 18,5c to 29,5c per share.

Much of the positive performance must be credited to our industrial businesses, all of which managed to significantly improve their bottom line performance in these difficult times. These divisions (Fuel, Chemical, Powders and Steel) benefitted from successful cost management programmes, the long term plan to significantly invest and upgrade the fleet over the past three years, reducing fuel and maintenance costs, and improving volumes in the second half of the year.

The Sugar Division, whilst improving its bottom line performance, unfortunately had another poor year.

"Unseasonal" rains once again hampered our 2009/10 season. On the bright side, the dollarization of the Zimbabwean economy has meant that our resilience in the sugar industry in that country has begun to pay off. Similarly, a programme to improve the performance of our infield operations through the owner driver scheme in Swaziland, which got off to a difficult start, started bearing fruit by the season's end.

The Trading division made good progress in volume terms and continues to be an important spearhead for us into the SADC region, but has found itself of the wrong side of a strengthening Rand, which has spoilt its performance this year.

The Solutions division made pleasing progress on the re-engineering of its revenue model and has begun to reap the rewards of gain share contracts both in South Africa and in fellow SADC countries.

Management has strategically ensured that organisational fitness included improved safety, health, environment

and quality (or SHEQ), and BBBEE ratings. Both these scores are critical to our ability to compete in the fuel and chemicals markets, and we believe they will soon be non-negotiable requirements for other markets.

Our efforts to improve the BBBEE scores of the business are now bearing fruit. In 2008/2009 we were rated as a level 7 contributor and in 2009/2010 we were upgraded to a level 6. We confidently expect that the audit to be released in mid 2010 will rate us as a level 5 contributor

and that the measures that we have put into place already should mean that we will be rated as a level 4 contributor by mid 2011.

The strategic planning of management also included the strengthening of the Marketing team at the beginning of the year and as a result of the increased effort, solid new business has been secured. In the main the result of this new

business will only be reflected in the 2010/11 financial year. We are excited that this will result in our fleet growing by over 20%.

But it is our investment in people that will probably reap the best return. We recently opened a multi million Rand training facility at Sasolburg and we have re-established our management development programme. When we grow our managers in the business, we see the difference. The New Year promises to be an excellent one for Cargo Carriers. The company enters 2010/11 with a confidence that is born of a strong balance sheet and healthy growth in anticipated volumes.

We would like to thank our loyal customers, shareholders and our talented and committed staff for their efforts in producing what has to be described as an excellent result in trying circumstances.



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INVESTING IN OUR PEOPLE

Moving on up

The very positive and exciting growth in our business that has been achieved recently is part accomplishment of what we as a company have been striving towards for some time. **Growth** has been one of our strategic drivers because it creates opportunity for advancement for all our people, and is a measure of the success of our company.

With the inclusion of mining and specialised gasses now coming into the fold, another vertical has been added to our portfolio, namely Mining and Gasses. The expansion of the business has been welcomed by the Board.

An analysis of the operating structure has been undertaken and we congratulate the following people on their promotion:

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|------------------------------|-----------------------------------|--|
| <i>Johan Kruger</i> | <i>Chief Operating Officer</i> | <i>Cargo Carriers Ltd</i> |
| <i>Rudolph Verster</i> | <i>Divisional Director</i> | <i>Mining, Industrial & Sugar Division</i> |
| <i>Nico Gerber</i> | <i>General Manager</i> | <i>Fuel & Powders Business Unit</i> |
| <i>Jay Jay van Niekerk</i> | <i>General Manager</i> | <i>Chemicals & Steel Business Unit</i> |
| <i>Piet Potgieter</i> | <i>General Manager</i> | <i>Group Technical</i> |
| <i>Helgard vd Westhuizen</i> | <i>General Manager</i> | <i>Finance, Training & HSE</i> |
| <i>Johan Prinsloo</i> | <i>Business Unit Manager</i> | <i>Mining & Gasses Business Unit</i> |
| <i>Moses Pillay</i> | <i>Branch Manager</i> | <i>Sasolburg Branch</i> |
| <i>Louis du Toit</i> | <i>Branch Manager</i> | <i>J&G Transport</i> |
| <i>Wimpie Kruger</i> | <i>Branch Manager</i> | <i>Vanderbijl Park Branch</i> |
| <i>Frans Neethling</i> | <i>Branch Manager</i> | <i>East London</i> |
| <i>Bertie Nel</i> | <i>Branch Manager</i> | <i>Lichtenburg</i> |
| <i>Ronnie Mlotsw</i> | <i>Branch Manager</i> | <i>Ezethu Watloo</i> |
| <i>Tyrone Sebastian</i> | <i>Driver Training Instructor</i> | <i>Bloemfontein</i> |
| <i>Pierre Burger</i> | <i>Acting Workshop Manager</i> | <i>Sasolburg Branch Workshop</i> |
| <i>Brett Smit</i> | <i>Driver Training Instructor</i> | <i>Sasolburg Training Centre</i> |



"This is a fantastic opportunity for young people to get into logistics from the ground up, just as my brother, Garth, and I did. We will ensure that every person who goes through the training centre receives the best possible mentorship and opportunities," says Murray Bolton.

The first intake of 17 individuals comprises of seven four-year apprenticeships in the technical space and 10 drivers who will be trained and licensed to operate specialised loads and vehicles over a period of nine months.

While it is expected that Cargo Carriers will employ most of the people who go through the apprenticeship or driver training, it is not a given. However, we are confident, that the increased training and skills development will bolster the industry as a whole. This training will also be extended to our customers.

All of the individuals going through training are fully educated on Safety, Health, Environment and Quality (SHEQ), receiving the best knowledge transfer possible. The training division is headed by long-time Cargo Carriers employees who also grew up through the company, making it a real

Million rand traini

In March this year, Cargo Carriers opened a training centre at its Sasolburg branch at a cost in excess of R1 million and is expected to see approximately 17 students a year go through two training processes. This centre is Cargo Carriers' tool to ensure that as the company grows so do skills in a sustainable manner.



apprenticeship and training with hands on input from people who have been in the industry for years.

The addition of this initiative here belongs firmly in the hands of Henk Lubbe, HSE & Training Manager and Helgard van der Westhuizen, General Manager – Finance, Training & HSE who have worked tirelessly to pull everything together and ensure the training centre is absolutely world class. The training centre is expected to grow and train more people as it progresses given its full accreditation as a learning centre.



Our first intake of our 4-year apprentice programme for diesel mechanics: Back row: Zander Visser, Kallie van Staden, Mias van den Heever (Technical Trainer), Lucas Pilusa, Robert Mtata. Front: Jabu Mkhize, Robert Makhubedu, Themba Lekgau.

STEEL

A Spirit Forged In Steel

South Africa is at the beginning of a prolonged period of infrastructural development and we have seen an increase in volumes from our longstanding customer, ArcelorMittal – Cargo Carriers are proud to be the Partner of Choice within the steel industry.



ng centre



The ten Learners started their nine-month training course in March 2010 whereupon they will receive The Professional Driving Diploma which comprises of 122 credits, recognised by TETA, the State's service sector authority.

Training comprises eight weeks of class room theory including exams, assignments involving customer service, deliveries, road safety, OHS Act related activities and practical on-road driving in conditions inclusive of night and mountainous / steep decent driving. These learners will be well-trained and competent especially in Defensive Driving.



Back row: Gift Mnguni, Imagine Silaule, Njabula Mthethwa, Samson Manzini, Thabo Hashane, Tumo Selisa. Front: Eugene Mndebele, James Sepesa, Petrus Matsaneng, Samuel Moloji.

CHEMICALS

Paradigms for success

Despite 2009/10 being a challenging year from a volume point for this division, we were still able to hold turnover and increase profit by just below 19%.

The move to new technology and the introduction of 10m wheelbase trailers led to an increase in payloads and decrease in maintenance costs, tyre wear, and fuel consumption. These innovations bode well for our future competitiveness.

The growth in this vertical already achieved in this financial year is extremely exciting as we have increased our fleet size by 33% in order to service new contracts.

All systems go

In April and May large areas of Gauteng suffered from electricity blackouts, notably the East Rand in Johannesburg. As the winter weather closes in electricity demand increases due to electrical heaters and warming devices, which means more electricity blackouts if we don't do something about our electricity usage.

In adversity there is opportunity. We recently entered into a contract with a financial institution where electricity is critical to its operations and systems. Cargo Carriers Chemicals Business unit will manage the storage and "just in time" delivery of diesel to the customer for its generators, ensuring that in the event of a power outage banking operations continue as normal.

Future plans include three storage tanks to be erected on site at Sasolburg and two dedicated road tankers each with a carrying capacity of 32 000 litres.

ECCA and Cargo Carriers formalise eight year relationship

After eight years of providing the specialised transportation of Bentonite for ECCA Holdings, Cargo Carriers recently entered into a long term contract with the mineral supplier.

This contract will allow us to share our vast experience and expertise, flexibility and extensive infrastructure in the powders industry with ECCA on an entirely new level as we work more closely together and explore new growth opportunities for both companies.

ECCA Holdings, a member of Imerys group, supplies the minerals industry with several products including chamotte, bentonite, zeolite, and ceramic clays.

The contract with ECCA Holdings will see Cargo Carriers operating dry bulk tankers to transport Bentonite from the minerals company's facility in Olifantsfontein, for delivery to various mines in both Gauteng and the North West Province.



POWDERS

Whilst the powders industry in many provinces was down as much as 20% in volumes, we were the beneficiaries of stable volumes in the Free State and increased volumes in Lesotho.

Through innovation and investment, we optimized our fleet, payloads and offloading equipment, thereby positively affecting productivity. Through our intensive driver training programme, all drivers are up to speed with the new technology considering driving conditions in the mountainous region of Lesotho.



J&G Transport Lesotho have for more than ten years been responsible for fuel distribution on behalf of Engen to various destinations in Lesotho. The business has over the last couple of months grown from a three vehicle operation to the current six vehicles.

The operations are managed by David Ntebele, Contracts Controller Lesotho, who reports to Louis du Toit, the Branch Manager J&G Transport.

The main contributor to this growth was the award of the Lesotho Government Contract to Engen as well as the acquisition of various other fuel outlets by Engen in Lesotho.

J&G have also recently started with bridging loads from Wentworth, Durban into Maseru and this in itself provides good opportunity for major growth in the Fuel & Powders Business Unit.



Louis Du Toit,
Branch Manager
J&G Transport.

Ezethu Logistics: fuelling the future

Ezethu Logistics is now a part of the Cargo Carriers family with Cargo Carriers as the major shareholder.

Ezethu Logistics recently renewed their contract with TOTAL SA for a further 5 years. Ronnie Mlotswhe has been appointed as Branch Manager of Ezethu Logistics Waltloo. Ronnie has been acting in this position for a while now and was previously a Contracts Manager in the Vanderbijlpark Branch.



CARGO CARRIERS AND LAFARGE CELEBRATE: (From left:) Johnny Abbott (Key Accounts Manager); Helgard van der Westhuizen (GM - Finance, Training & HSE); Rudolph Verster (Divisional Director - Chemicals, Steel & Mining); Tim Nelson (Supply Chain Manager - Lafarge); Thierry Legrand (CEO - Lafarge); Cathrine James (Logistics Analyst - Lafarge); Johan Kruger (COO); Nico Gerber (GM - Fuel & Powders).

Concrete solutions: Lafarge

We are pleased to announce the recent signing of a contract with Lafarge Cement. The contract allows the Fuel and Powders Business Unit of the company to expand its footprint in this industry by delivering bulk cement across the country.

Lafarge is one of the major cement companies in Southern Africa with a production capacity of over 3 million tons per year. The company's Lichtenburg Cement Works is the largest and one of the most technically advanced cement production facilities in the country. Lafarge also operates cement clinker grinding stations at Randfontein, on the west side of Johannesburg, and Richards Bay in KwaZulu-Natal.

The signing of the contract with Lafarge will see Cargo Carriers initially operating 30 dry bulk tankers pulled by Mercedes Benz Actros 2644's, with an opportunity to further expand this operation. Loading of the cement will take place at Lafarge's facilities at Lichtenburg, Randfontein and Kaalfontein for delivery countrywide. Key factors in Cargo Carriers securing of the contract with Lafarge include the company's continuous investment in new equipment which has provided it with greater capacity; excellent turnaround times; and its reliability and expertise in the industry. High Safety, Health, Environment and Quality scores distinguish Cargo Carriers as a leading service provider in the transportation of powders in the country.

Bertie Nel has been appointed as Branch Manager of our new Lichtenburg Branch with satellite depots in Kaalfontein and Randfontein

SUGAR

Sugar: diversity = growth

Owner-driver programme an ongoing success

Despite the unfavourable rainy weather patterns in the Swaziland and Mpumalanga regions, Cargo Carriers' Swaziland owner-drivers are enthusiastic about the new crop season. The 11 tractor owners have now received full finance for their tractors after completing the first part of their contract with leased tractors from Cargo Carriers.

The new Owner-Driver tractor programme commenced at the start of the 2009 Swaziland cane crop season (in April 2009). Five of the 11 drivers are based at Simunye Branch and the remaining six are based at Big Bend Branch and operations started in May 2009.

Cargo Carriers Swaziland entered into a 48-month service agreement with each of the 11 new Owner Drivers and, in terms of the service agreements, certain portions of two Cargo Carriers Swaziland contracts are outsourced to the Owner-Drivers.

Through a unique package, which includes the financing, insurance and maintenance of the tractors, the 11 tractor Owner Drivers have purchased one of either nine refurbished Bell 1766 4x4 haulage tractors from Cargo Carriers Swaziland or two rebuilt

Dezzi H120T 4x4 haulage tractors from Desmond Equipment. WesBank Swaziland has provided the finance.

FHS Accountancy and Management Services (Pty) Ltd was appointed by the Owner Drivers as their Management Company, ensuring that their financial affairs are in order.

Cargo Carriers assists the Owner-Drivers by providing fuel and maintenance services for their tractors, maintained trailers, infrastructure, systems, experience and backup. The vehicles will be fully paid up within 48 months.

The 11 candidates have received intensive training covering contractual issues, operating parameters, accounting matters, budgeting principles, business management and communication.



John Sprenger, Cargo Carriers Owner-Driver Manager, together with the 11 Tractor Owner-Drivers at a recent meeting held in Swaziland.

MARKETING

All in all we have landed long term contracts, giving us a 24% growth for the 2010/11 period which bodes well for the year ahead. The new contracts will also provide employment for approximately 150 drivers along with 25 management and supervisory roles. In having said this, these new contracts have also broadened our footprint where new branches are being established in the following areas.



Marking a return to the mining industry, that in days gone by was the heart of the Cargo Carriers business.

RUSTENBURG We are making a return to an industry that in days gone by was the heart of the Cargo Carriers business. Cargo Carriers has been awarded a 5 year contract to transport Platinum Matte within the mining industry. These units will do up to 800 km per month per vehicle. The significance of this is the fact that we have now been asked to tender on an additional volumes between Polokwane and Rustenburg.

ELLISRAS We will be hauling TAR from

Breaking new ground

Despite the global economic crisis that we have experienced over the past year, and many of our competitors having been significantly weakened by the recession, we are proud to announce that re-aligning our marketing and sales focus a year ago has already won us business in our existing industry verticals and has helped us to enter into new business industries such as mining and liquids.

Ellisras to either Secunda or VanderBijl Park. Ellisras is a massive new hub for development so we are making our presence felt in the area.

SECUNDA The vehicles employed on this contract haul COKE from Secunda to various clients on a national basis. This contract will operate on a fixed and variable basis with some ad-hoc business to boost profitability.

WITBANK & SASOLBURG This is a major achievement as far as new business is concerned. We were awarded a contract to haul gas from a plant in Witbank. The vehicles will be based at a new facility in Witbank and will do an average of 16 000 km per unit per month. The next step in the sales process was to secure similar work out of Naledi (Sasolburg). We were awarded this business at the beginning of May 2010 and increased our gas haulage capacity by a further 10 Units. We now operate 60% of the cryogenic volumes for the Afrox Group. Johnson Gentleman has

been appointed as Contracts Manager of the Witbank Afrox contract.

EAST LONDON A joint venture initiative between Cargo Carriers and a fuel distributor for Caltex in East London to handle the "last mile" distribution in this region has enabled Cargo Carriers to extend its footprint into the Eastern Cape area. The shareholding split will be 50/50 with Cargo Carriers holding management control. We have employed 8 very high specification fuel semi-tanker combinations delivering fuel to most of the Eastern Cape Caltex service stations.

Gareth Sloman has been appointed as Contracts Controller and will manage the Caltex fuel and lubricants distribution operation in East London. Nwadisa Megqane has been appointed as Branch Accountant.



Celebrating 40 years service: (From left:) Garth Bolton (Joint CEO), Johnny Abbott (Key Accounts Manager), Murray Bolton (Joint CEO).

Our People, Our Pride

Johnny Abbott – Key Accounts Manager – Steel & Chemicals division recently celebrated his 40th year in the service of Cargo Carriers.

During his time in the Technical function, the two young Bolton brothers came to Cargo Carriers to "learn the business". Johnny is a multi skilled person who contributed in the Technical, Operational and Marketing/Sales functions in various positions. He has been a reliable and loyal team member and a positive influence. Congratulations on this remarkable achievement and thank you for all the positive contributions that you have made to our lives and to Cargo Carriers.

SOLUTIONS

Sharing the risk

Integrated logistics solutions: reducing costs, increasing profitability

Vehicle scheduling at operational, strategic and tactical levels are essential functions in optimising fleet management, reducing costs, improving service levels and increasing profitability. In the current economic environment these are vital aims of any transport operator. CargoWare is dedicated to the development of logistics and IT offerings to achieve these aims.

CargoWare's suite of affordable, responsive, flexible and integrated logistics software solutions includes Route Optimisation via Route Planning and Scheduling Systems, as well as Maintenance, Fuel, and Transport Management solutions. CargoWare adheres to an integrated approach in the design of all our solutions in an effort to eradicate duplication. Wherever possible, our operational solutions are integrated to financial and/or third party systems.

RouteLogiX is an entry level, map-based routing system, that can benefit any transport entity as it optimises distance to be covered to effect all deliveries, saving fuel and time in the process. PlanLogiX is a comprehensive routing and scheduling system, and optimises the use of a given fleet, finding the best schedule in terms of specific delivery windows, driver hours, distance to be covered, traffic patterns on congested roads, etc. The delivery orders for the day or week is fed into the system, generating an optimised schedule and route for every vehicle for every day.

CargoWare's ON KEY Maintenance Manager provides standard operational functionality within a total framework in which to administer, control and optimise the asset/vehicle care function. Workshop productivity, inventory control of spares, full vehicle repair history as well as service scheduling are some of the key

features of the system. CargoWare recently added a comprehensive Fuel Management module which can operate stand-alone or integrated with ON KEY. The system caters for comprehensive management of fuel stock using dip readings and dispensing meters to reconcile stock accurately on a daily basis. The system caters for external fuel fill-ups as well and comprehensive reporting on vehicle and driver fuel consumption performance.

FleetLogiX is an in-house developed system that assists the fleet operator in the daily management of road freight vehicles, and is perfectly suited to fleets that transport primarily bulk cargo from point to point. The system has powerful features that provide the operator with pro-active trip planning, trip-based costing, comprehensive vehicle and driver productivity management, and service level conformance reporting, up to invoice preparation.

CargoWare understands the requirements of transport operators from physical and geographic perspectives, based on Cargo Carriers' transport and logistics heritage which brings a practical knowledge dimension to their Information Technology offering, whether product or service related.

SHEQ

Improving SHEQ & BBBEE scores grows our business

The ability of Cargo Carriers to compete in the fuel sector depends on its ability to price services competitively whilst running the highest possible levels of Safety, Health, Environmental and Quality (SHEQ). And while we have always upheld the importance of SHEQ, its attainment at the highest levels has become an ethical standard in our business.

But our accolade in the market place has been our BBBEE score. We have once again proved our ongoing commitment to achieving Broad-Based Black Economic Empowerment by not only improving from a Level 7 contributor to BBBEE in 2008 to that of a Level 6 contributor in 2009, but also by achieving the status of a Value-Adding Supplier in this year's audit.

This achievement is of major benefit to our customers as it allows them to claim 60% , plus a further 1.25 factor for Cargo Carriers' Value Adding Supplier status, bringing the total percentage of procurement spend that customers are able to claim to 75%.

Having achieved high scores for Preferential Procurement, Enterprise Development and Social Investment, we are working on other areas to further improve our BBBEE rating for 2010, and believe that we can achieve a level 5 in this year's audit. We fully expect that our target of achieving the magical level 4 rating is within our grasp in 2011.



(From left:) Maxwell Lukhosi, Shadrack Sethonga, Jay-Jay van Niekerk, Garth Bolton, Wimpie Kruger, Lukas Khambule, Majiks Soko, Zacharia Noda.

Gearing up for 2010

With final preparations being made for the much anticipated 2010 FIFA World Cup™, Cargo Carriers has once again taken the lead in the transport industry and our drivers are now all kitted out in their 2010 Soccer Shirts. A recent photo-shoot was held in Vanderbijlpark and – judging by these photos – we definitely “score a goal”! Not only did this “spirit” influence the drivers but some branches got into the Soccer fever and decorated their offices to show their support.



Pleasure Phahlamohlaka from Sasolburg getting into the 'World Cup' spirit.



(From left:) Zacharia Noda, Maxwell Lukhosi, Shadrack Sethonga, Lukas Khambule, Majiks Soko.



Fuel & Powders in Cape Town getting set to make a noise!



J&G Transport in Bloemfontein went all out!



Selati Marathon

The annual TSB Selati race (previously known as the Cargo Carriers Boulders Marathon) was held on Saturday, 8th May in Malelane, with a record number of 1250 participants. As part of the Fun Run an inflatable Fun Park was provided. This Fun park was sponsored by Cargo Carriers. We have been involved in this special event for the past five years



The Cargo Carriers' Selati Marathon Team: (From left:) Johan Myburgh; Carlos Veiga, Sharon Myburgh, Johan Coetzeer, Marie Ochse, Heyla Janse van Rensburg, Rudolph Holtzhausen, Johan Kriek, Christina Mouton.



(From left:) Jacky Chembeni; Heyla Janse van Rensburg; Marie Ochse; Sharon Myburgh

Malelane branch shows the true spirit of "ubuntu"

In an Annual event arranged by CANSA for cancer prevention awareness and to pay homage to those lives lost due to cancer, once again Cargo Carriers walked the extra mile. The 12 hour CANSA Night walk is an annual event that starts at 18:00 with companies and families walking around a sports field in teams until 06:00 the next day. This night is filled with fun, music and friendship building. Cargo Carriers theme for this year was FIFA 2010. Thank you to all who participated in this worthy cause.



(From left:) Murray Bolton, Stuart Geldenhuys, Sean Opperman, George White, Ryan du Plessis, Garth Bolton, Dawid Janse van Rensburg, John du Plessis.

Argus 2010 – and it just gets better

NAME	RACE TIME	OVERALL POSITION	GROUP POSITION
1 Craig Kalamer	03:34:21	2098 / 28778	218 / 228
2 Dawid Janse van Rensburg	03:35:03	2173 / 28778	60 / 487
3 Murray Bolton	03:48:57	3850 / 28778	197 / 501
4 Neil du Plessis	03:59:17	5423 / 28778	123 / 506
5 Garth Bolton	04:08:17	6828 / 28778	420 / 501
6 John du Plessis	04:22:58	9287 / 28778	391 / 510
7 George White	04:28:12	10152 / 28778	236 / 551
8 Sean Opperman	04:30:49	10548 / 28778	350 / 483
9 Douw van Vuuren	04:53:48	14108 / 28778	362 / 515
10 Clive Grinaker	05:11:10	16593 / 28778	61 / 410
11 Nicholas James	05:18:44	17577 / 28778	75 / 410
12 Stuart Geldenhuys	05:24:55	18383 / 28778	366 / 556



Argus fans (from left:) Carol Kalamer, Amy Mwenda, Louis du Toit, Johnny Abbott, Nicolaas Wentzel.

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CargoCarriers