





A Word from Don

Welcome to the Christmas edition of our Mainfreight newsletter, prepared for our team and shared with our customers and shareholders. We are sure you will enjoy the following contributions from our team around the world.

The festive season, and the period leading up to it, is our busiest time of the year where freight volumes throughout our network can double, with customer demand elevated looking for exceptional on-time services, which at times can be challenging. To our team worldwide, thank you for the extraordinary commitment and energy you put in, looking after our customers' requirements. Your efforts make us who we are, and provide the backbone for our growth and development towards our next 100 years.

Our half year results were released to the market in mid-November. Our sales revenues increased 5%, to just exceed NZ\$1.5 billion, and net profit increased 11% to NZ\$62.21 million. It would be easy to point a finger to where we could have done better; rather let's acknowledge that the sum of our global network contributed to this satisfactory result. Such are the benefits of global expansion, where we now find ourselves in 24 countries; soon to be 26 with South Korea and Spain due to open early in 2020.

Not only is our ongoing global expansion important for our

customers, but also the natural intensification of our networks regionally. In every one of the countries where we are now located, our teams are finding the need to build and open more cross-docks for Transport, and warehouses and offices for our Warehousing and Air & Ocean customers respectively.

This expansion allows us to be more efficient and closer to our customers, and is particularly important in larger metropolitan areas where traffic congestion and urban sprawl require a different approach to distribution.

Our sales growth, whilst satisfactory, does require a better effort to reach our expectations. One observation made during some of our branch visits, is the need to focus on customers that provide essential, everyday supplies into and around countries; supplies and products that allow a city to breathe. Too many branches in our global network are not focusing enough on these types of customers. To do so will see an amazing change to volumes and growth. These products fit naturally into our network, and require the high levels of service and quality we are able to provide.

Our network now includes branches in Malaysia, Thailand, Vietnam, Singapore, Taiwan and Japan; one South American branch in Chile; three Mexican branches and one Canadian operation in Toronto. Every single one of these countries has a population

greater than New Zealand, and the capacity and logistical requirements to provide substantial growth for our business. We urge each team member to recognise the scale and significance of these countries, and assist wherever possible to help them find the growth that we know is available.

This year sees us celebrating 30 years in Australia; a significant milestone and now a substantial business and region for our company. Thank you to you all for what you are achieving in Australia – made even more satisfying when the market urged us to "come home" from Australia some 20 years ago. We always knew what was possible.

Finally, please take time and make an effort, wherever possible after this busy period, to celebrate Christmas and the respective holidays that are happening throughout our country network, and to enjoy some relaxation. You and your families deserve it.

This is a very special company, run by very special people.

On behalf of myself, Bruce and the team of Mainfreight Directors – we are humbled by your efforts.



◀ Cover artwork by Cheyenne Freeman, age 11 – daughter of Paul & Nehu Freeman who both work for Mainfreight's Auckland Transport branch.

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Mainfreight Europe – Ben Fitts

Team, to our 2,429 team members, across 10 (almost 11) European countries – thank you for all that you have done to ensure that we head into Christmas with a business that continues to strengthen. As our results start to lift, we are able to catch a glimpse of what we are really capable of if we stay true to our culture and the disciplines that underpin it.

To ensure that we walk the talk with regard to culture, you may have noticed three important or accelerated changes in some of our branches;

- Time clocks are being removed – or in some cases simply smashed – from our walls, replaced by a trust

that we turn up on time ready to start and put in a full day's work. You don't tap on a time clock when you come and go from your home, nor should you have to when you're in your branch.

- No more red tops to show positions of responsibility in our operations. Whilst unintentional, this creates unnecessary hierarchy that can be a barrier to effective communication amongst teams. Strong leadership remains as important as ever, but we shouldn't need red-coloured shirts to enable this.
- From temps to team – the certainty of a full time role brings a lot to both our team and operations. Familiar

faces, working in familiar environments, helps improve quality and efficiency. So we are moving rapidly toward a team full of Mainfreighters.

With the above in mind, please really challenge yourself to trust operational decisions to those closest to the actual action. Find a way to make this happen. This trust is empowering and the business is stronger for it.

Thank you for embracing these changes with such enthusiasm – our culture is steadily taking hold, and if we stay focused on it our results will continue to improve.

Have a wonderful Christmas team.

5 Things to think about for 2020:

1. Bottom up, not Top down – don't centralise decisions that are better taken close to the actual action.
2. Sales Growth – remember we are targeting 15-20%, we can do much better.
3. Think long term – not just about tomorrow or next week. We're here for the next 100 years.
4. Network Impact – How do the decisions you take assist other parts of our network? eg our target customers
5. Exceptional Quality in all that we do – use your KPIs to measure performance and improve.

We welcome Brad Russell to the role of European Regional Sales Manager. Brad and his wife Jaimee have made the move across from London where Brad had previously set up and led the Air & Ocean Branch. We are excited about Brad's appointment and welcome both him and Jaimee to The Netherlands!



Q&A session with Don

During Don's recent visit to Europe, a Q&A session was held. The room was almost too small to fit all of the team members who wanted to join the session. Team members came prepared with lots of questions, which Don addressed and elaborated on. Thanks to all team members for their interest, and to Don for the inspiration!



First Induction course Warehousing and Transport

How exciting! We recently had our first European Warehousing and Transport induction course! During this 2-day course, the overall goal is to provide a full cultural injection, an understanding of the business, what is expected from our team members, and how to be successful on the job. Some feedback that we got is that they feel even more part of the family, are more aware of the career opportunities and what happens outside their daily operations. Whether you have been with this business three months or ten years, this course is for everyone. It will give a real



L-R: Eddy Heister, Britt van de Weerd, Jeroen de Lange, Rob Aalders, Jesper Heijkamp, Patricia Heijst, Mikael Engels, Marianne Boschker-Boom, Ayde Sterk, Jelle van Rinsum, Tina Gerritzen, Sebastiaan van der Veer, Bart Dijkman

understanding of the underlying reasons for our culture, and support the team to go back and fuel the

Mainfreight culture in their branches. We hope to welcome all team members soon during this course!

Stop the Clock

Another milestone in Europe has been reached, we moved away from the use of time clocks throughout our European operations. Our culture is about trust and the ongoing creation of a family environment at work.

Our Zaltbommel warehousing branch and EU support were the first branches who removed their clocking system from the wall and more will follow!



Family Days

It's family time again! We are proud to work for Mainfreight and that's what we want to show our family as well. Our team in Born invited their families to hop on a "go karts" train to see their brand new warehouse, while the family in Ostend enjoyed the afternoon with lots of fun activities within the warehouse and outside. The families of team 's-Heerenberg, enjoyed their Family Day at an outdoor venue, where they enjoyed canoeing, climbing, cycling and more - but the highlight of that day was pulling our own Mainfreight truck. Many families did their best to set the quickest time as possible.



Family Day Born



Truck pulling Family Day 's-Heerenberg



Family Day Ostend



Europe Air & Ocean – Jason Braid

Team – welcome to the festive season and what is the end of yet another year!

It's been a big year, so please take a moment to enjoy this special time knowing the hard work you've put in throughout the year will continue to pay dividends come January.

This above point couldn't be more relevant than when it comes to sales. We've built some momentum here lately, both in terms of growing our sales team, and in filling our sales pipeline with more exciting opportunities. Thank you for your focus on this but please don't ease up now, we need to take this to yet another level again.

Once again, and we stress this every year, be proud of the culture you are building. This means everything to us, and as a team, we should hold each other accountable. If you feel something's not in line with what we know our culture to be, please speak up; getting this right is essential to our long term success.

Growth in some of our 'newer' branches and markets has been pleasing. Our London team has led the way this year and because of this,

in January we will open our second UK Air & Ocean Branch in Manchester. We're excited at the additional opportunities that will come with being closer to our Midland customer base, and if our Manchester branch grows at the pace our London branch has, then watch this space. Perhaps a Scotland or Ireland branch isn't too far away?!

In addition to Manchester, we'll open our first Spanish Air & Ocean Branch in the beautiful city of Barcelona in January. The opportunity to open in Spain comes on the back of our many customers that already entrust us with their imports and exports to and from Spain. To those customers, thank you! We look forward to only improving the quality of our service offering in Spain in the months and years ahead.

Come January we will have 14 Branches across 9 European countries, and it's fair to say that we still haven't even scratched the surface in any of these markets. Opportunities are endless, so if you're a branch that isn't performing to the level you believe it should be, then please act now and make the necessary changes to get it on track.

As we hit 2020, below are some things to stay focused on;

- We are a supply chain business centred around our network – this is our strength and we will stay focused on this
- Build stronger relationships with our team mates around our business – within Air & Ocean locally, regionally and globally, as well as with our Transport and Warehousing team mates
- Air & Ocean consolidations are what we're about. Commit to these consolidations and search for opportunities to build additional units
- Quality – please drive improvement in your branch KPIs and Audit scores
- Control your own destiny – don't rely on routings. Feed our network with freight and you will get the same in return
- Build a team that allows you to promote from within
- Sales, sales, sales – there are so many opportunities out there

Thank you very much to all our team for everything you do for us; we are lucky to have such an amazing team of people.

Merry Christmas to you all.

A word from Claudi Calvera (Branch Manager Barcelona)

In October 2019 we started working towards our branch opening in Barcelona, our first branch in Spain!

It has been amazing and challenging to be leading the project. The energy and determination of our leaders convinced me to make Barcelona into the starting point for Mainfreight in the Spanish market. And also of course I have been captivated about Mainfreight's story started by our chairman Mr. Bruce Plested.

I'm a logistic professional with more than 12 years' experience in forwarding industry, solid background in ops and sales especially in Air and Sea. My favorite part in this new role is helping team members as well as our Mainfreight network to become successful!

As a family man I love spending time with my wife and my five year old kid practicing sports, travelling, trekking mountains and of course cooking! I'm a good cook! Come on Mainfreight family! Dare to try my Paella?!



A word from Graham Cordingly (Branch Manager Manchester)

Our second branch in the UK is a fact! We want to create a successful branch that embraces the Mainfreight culture, core values and to have a strong team of people who become a part of the Mainfreight family for years to come.

Next to hard work, you can find me at my local golf club. I regularly attend competitions, away days and social functions. I have been playing for approximately ten years and finally

starting to lower my handicap to a level I am pleased with, but there is always room for improvement! Outside of golf I really enjoy spending time with my family, we are always planning for the next trip, holiday, adventure and time together.

We recently returned from a trip to Munich for Oktoberfest and are booking a charity skydive during summer next year.



Graham Cordingly

Air & Ocean Branch Managers Days

If you felt a frisson in the air in early September and wondered what was going on, we can confirm that it was the dynamism of the Europe Air and Ocean Branch Managers meeting! We gathered in Amsterdam, and in true Dutch city fashion, all hopped on our bikes and rode as a group into the

city. After working hard all morning and devising how we are going to smash our targets and paint the world blue, it was time to play hard. We kicked this off high above the ground on a treetops obstacle course in the Amsterdam forest. There is nothing like helmets, harnesses and heights to

make a team connect and reveal the inner monkey or inner tree hugger in each of us. A beer and a BBQ afterwards tasted even better after pushing our limits, and fuelled us up for day two – focusing on targeting customer verticals and getting the most from our customer tech tools. Work hard, play hard!



Yvonne van den Berg, Daniel Kirsch, Jake Pascoe, Lukasz Wyszowski, Camille Laroche, Dermot Clark, Denis Scherbakov, Maarten Mol, Charlotte Egrix, Jason Braid, John Lane, Niels Stadthouders, Lucy Partridge, Ian Graham, Remy Rosendahl, Patrick van der Hoek, Giorgio Mongeri



Niels Stadthouders together with Jason Braid in action

Introduction of Elena Van der Sypt

In our drive to paint the world blue (starting with Europe), Elena Van der Sypt has joined the Air & Ocean Europe Support team in Rotterdam. A previous Belgian sports champion, she brings enthusiasm, determination, four languages and some serious hard hitting tennis skills to our team. She will be supporting the setup of our new branches as we get them ready to smash their targets, training team members so that they can delight our customers even more, carrying out audits to ensure our Mainfreight quality is high and consistent and solving any system issue which crops up.

A word from Elena

Since August 2019, I joined Mainfreight in the development program. I support our Air & Ocean

teams in training, Cargowise, audits and quality but first I am learning the core operations of our business. By assisting the Rotterdam and Amsterdam branches, I am getting an understanding of how we handle and do things the Mainfreight Way.

After work, I like to do some sports such as swimming, running and fitness exercises. I also enjoy spending time with my boyfriend, friends and family. Since I moved to Rotterdam, I love to explore the city as well.

Until now, each day has been different at the branch and has brought its challenges. Overcoming these with the team has been a real learning experience to me. I can only say that I am grateful to be part of the



Elena Van der Sypt

Mainfreight family and excited about what is to come!

Fire Drill Japan (contributed by Jake Pascoe)

Ring the alarm for Mainfreight Japan! Run, don't walk – move like you would in a fire because the heat is on to find Japanese business. For the last two Global Fire Drills, Mainfreight Air & Ocean Europe had been lucky enough to be the focus in our France and Italy branches. But this time, it was our turn to pull our socks up, eat some sushi and get in front of some new Japanese opportunities. Our teams in each European country did a great job of focusing on the second week of the drill to come back with some solid Sales Calls and also coming out on top globally for leads sharing. Although we found that many Japanese businesses control the decision in Japan, it was still very beneficial to be close to the customers on our end. We are still working away on some opportunities and we will keep looking out for more Japanese opportunities around Europe.

We are excited to have our new team in Japan join the Mainfreight team. Being able to say that we are open and present in Japan gives us more credibility in the market as we are out and about painting Europe Blue! The Fire Drill has drawn to a close but we continue to open up new opportunities for Japan, while building strong relationships with our brothers and sisters in our new market.



Team London with Tom Slabbers, Seth Freeman, Nitaan Glentworth and Matt Ward



Matthew Kibbler



Our Warsaw team with Piotr Dejtrowski, Katarzyna Deineko, Marcin Skorupka, Lukasz Wyszkwowski, and Pavel Grossu

Harbour Run 2019 – Teamwork makes the dream work

Mainfreight Europe attended the annual Harbour Obstacle Run which was held in the Port of Rotterdam. This ten kilometer event is organised at the restricted port area under, through and over big 22ft containers. The Mainfreight branches of Amsterdam, Brussels, Rotterdam and 's-Heerenberg, combined their strength and accepted this 25 obstacle challenge.

This wet and muddy edition was a big success for everyone, we have set a good team result and everybody managed to reach the finish in time. We even have a top 10 notation with Wesley Banis (Sales Rotterdam) in the overall tournament!



Top row L-R: Remy Rosendahl, Gert van Dalen, Ramon van Hek, Wesley Banis, Rick Keurentjes, Daniel Joor
 Middle row L-R: Clare Burrough, Charlotte Egrix, Lucy Partridge, Rob ten Bhömer, Dennis Waalewijn, Georgina Shelton-Agar, Arnold Bierma, Stijn Vliegen
 Bottom row L-R: Niels Stadthouders, Mitchell Lagendijk, Katrien Baes, Bart Stevens, Michael Decoster, Tom Slabbers, Ian Graham

Europe Warehousing – Liane Philipson

One of the key features that our customers value in having Mainfreight as their Logistic Service Provider is our culture. We are 'different' in a positive way. And we like to stay different, now and in the future. How to maintain our culture?

It's important to give our team the trust, tools and freedom to determine their own destination. Decisions need to be made as close to where the actual business is executed. Trust and comradery is the basis of our success.

In October I had the opportunity to visit our branches in New Zealand in

order to experience the Mainfreight culture up close and personal. I want to thank my New Zealand brothers & sisters for giving me such a warm welcome and openness to share all their motivating Mainfreight experiences and tips and tricks.

The focus on making sure the Mainfreight culture is thoroughly embedded within our organisation provides our customers the advantage that they encounter an empowered team that is highly motivated, thinks in continuous improvement proposals and is ready for the next 100 years!

Our new branches in Born and Zaltbommel are on the right track with increasing their profitability and welcoming new customers. Thanks team for all your efforts. I fully realise things are not always easy but your hard work is paying off!

Focus points:

- Decisions are made on the shop floor
- Trust is our mantra
- Supply Chain Solutions is what we sell
- Continue to delight our customers

Fingers crossed for a white Christmas: enjoy your Christmas holidays!

Warehousing Branch Manager Days

Every year we organise our Warehousing days at one of our locations to meet and learn from each other. The main topics of these 2 days are about sharing knowledge, experiences and teamwork inspirations for the New Year.

This time we visited our branch in Evergem, Belgium a great new facility with potential for new customers. Looking back, we had a good financial year in Europe with new customer implementations and opening of new branches. The focus for the next year will be on increasing the margin of the new branches and finding the right customers to grow!

Teamwork is key within Mainfreight, and with our first activity, you would hear it very well if we were not in sync, with the same rhythm and pace. We played the djembe in an old chapel, with incredible acoustics making it even more special! Luckily the old chapel (and especially the stained glass) were still intact after our djembe session!

The teamwork continued in the evening with a pub quiz. A quiz with not only questions about music and sports, but also about our company. The winning team won the quiz by only 1 point. Congratulations team! The evening ended with a nice dinner with a special dessert, a birthday cake for Hubert Kamphuis.

A team event is never complete without a fresh morning workout. This time Rob Zonneveld and his team together with the local municipality organised plogging: "a combination of jogging and cleaning 'plocka' (in Swedish) up at the same time". We gathered 94 kg total in 30 minutes time. We finished these days with bright new ideas and energy! Keep up the good work!



Winning Team pub quiz
L-R: Ben Fitts, Wilbert Bach, Anke Harding and Joke Lepeire



Winning team plogging with Melvin Westerveld, Bradley Russell, Anouk Harbers, Maria Strous, Nena van Londen, Liane Philipson



Happy Birthday to Hubert

Official Branch Opening Warehouse Zaltbommel

We have been working for some months already in our brand new warehouse in Zaltbommel (NL) and finally in June the time was there! In the presence of the Board we officially opened our branch.

On this grand opening we had the pleasure of showing our 25,000 square meter distribution center to our customers, suppliers and fellow team members. Everyone enjoyed the great food and drinks and of course our Mainfreight BBQ and Mainfreight Man could not be missed this day. Also our climbing wall was well visited. We look back to a successful opening and a big thank you to all who have been involved in organising this opening.



Floris Proost together with Don Braid



First IATA shipment leaving our warehouse from Meiland is complete!

Great news! The first IATA shipment has left our warehouse Meiland. After hours of training, several team members have successfully achieved their IATA certificate. This means that we can package hazardous substances for air freight. The advantage for the customer is that we can do this in-house and the customer loses less time by sending it to a third party to have it labeled and packaged over there.

The Team Tjort Peeters, Jeffrey Forterie and Daisy Sio, prepared this very first shipment and completed all the paperwork! Now it's on its way and ready for takeoff to our satisfied customer in Hong Kong!



Tjort Peeters together with Daisy Sio

Europe Transport / Trucks & Drivers – Frans Zuidgeest

Team – With pleasure and excitement we look at the developments within our Transport team this year. As you have seen we have changed the name our services to Transport and our transport fleet teams to Trucks and Drivers. With this change in name we align our business globally.

At the end of September we opened a new branch in Tilburg (The Netherlands), further intensifying our network to better serve our customers locally. In line with our pillars we have promoted a new branch manager from within. We will continue to develop our network as such.

The overall business performs better as all the teams are working hard on getting the necessary improvements in place. Discipline and clear communication remain key in doing this. We have seen exciting things going on, one example is the Romanian team that supported one of their retail customers with trailers next to a new opening store to provide them additional stock during the first days after the opening.

We have welcomed various new customers that we have start servicing across Europe. Having customers visiting us we must make the teams in the branch aware as such that we can introduce them to our customers. Remember: we are a people's business requiring decision making closest to the customer!

To serve our customers in the best possible way we will continue to invest in new equipment such as trucks, trailers and forklifts. Consistent branding, cleanliness and maintaining these will support the quality image of our business.

In October I had the opportunity to join the Transport team in New Zealand in the operations. Differences such as geography, side loading versus rear loading are certainly there. However the passion for our business and the focus on quality is something that we share. A continuous sharing of knowledge and experience means that we can continue to develop. I encourage you to visit other branches, to join the teams on the dock and go out with our drivers.

Talk to each other and start learning, there is so much out there.....

May the Christmas break give you time for reflection and an enjoyable time together with family and friends. We look forward to continue our journey in the New Year.

Key attention points

- Focus on a limited number of actions and get them done.
- Use our stats to improve, set clear targets and follow up.
- Share and prepare before starting and get the job done as a team.
- Know what freight (lanes) we are looking for when planning sales calls.
- Talk to our team members in (other) branches, work on the dock and go out with drivers.

Be proud, curious and enjoy!

A European in NZ – by Frans Zuidgeest

Thanks team for providing the insights in our processes in New Zealand! The density of our network, the freight that we handle and the passion of our team are impressive. The better understanding of this will be of value to strengthen our business in Europe. Also a good opportunity to share knowledge about our European business during the Driving Force meetings, being out with our owner drivers and loading freight in the depot, and not to forget the re-measures...!

Thanks to all taking the time to explain and asking the questions!



Opening of our new Tilburg Transport branch (The Netherlands)

We recently started the new Tilburg Transport Branch. We started with an enthusiastic team of four team members Bart, Sebastian, Martijn and Roy. With this branch opening we implement another Mainfreight depot covering a region in the Benelux. This fits our approach of thinking in distribution circles and as such creating a dense distribution structure with overnight line-hauling of freight.

The Tilburg branch focusses at the start on freight in the close vicinity of the branch in order to create the necessary density. Linehaul connection to Genk (BE) is already running and soon to be followed by the other branches like 's-Heerenberg (NL), Zwijnaarde (BE) and Paris (FR). With the increase of new freight acquired and handled in the branch



L-R: Bart Decnop, Roy Verploegen, Martijn Venhoeven, Sebastiaan van der Veer

the service area will be extended further. We're off to a running start to not only represent Mainfreight more in the south of The Netherlands but we also strive to grow into a fully functioning branch which can provide every service our customers in the area require from us.

"Promote from within" is one of the most important pillar points in our Mainfreight Culture. We are happy to announce that with the opening of this new Transport branch allowed us to promote Roy Verploegen to Branch Manager. We wish Roy and his team good luck!

Daily Service to and from Lille (France)

Our teams in Belgium and France have launched a new daily service from and to Lille. This new daily groupage line strengthens both branches to deliver shipments more efficiently to the northern part of France. This new lane also enables both branches to intensify their partnership thanks to the role Zwijnaarde (BE) plays as gateway to other European countries. The Belgian branch serves as a consolidation / deconsolidation hub for all shipments, arriving and departing to the Northern part of Europe including Germany, The Netherlands and the Nordics for customers in the North of France.

We are proud of this new Mainfreight to Mainfreight trade lane as it is part of our network intensification strategy.

Sales team Lille with Massinissa Faci and Medhi Peelman



Happy 7th year anniversary to our Ukrainian branch

Time flies when you're having fun! Recently our Ukrainian Branch has celebrated its 7th anniversary. During these 7 years we have grown into a reliable logistics partner to our customers. Our Ukrainian Team has done a great job in displaying our Mainfreight pillars – our high family values, 100-year vision and culture of doing successful business. We celebrated the day with a delicious 7th year birthday cake and enjoyed being together!



L-R: Sergii Snitsaruk, Valeria Karnabatska, Oleg Garbar, Mariya Kubar, Maxim Moshkovsky, Oksana Dzyubenko, Irina Petrenko, Serhii Arzhekovskii, Dmytro Shtuchniy, Maksym Usatenko



Mainfreight Americas – John Hepworth

Team, Christmas is upon us once again and we are busy with peak season volumes. We don't have the crazy event of implementation of tariffs that we had last year, but volumes are still good. This is the time we must delight our customers with high quality service and maintain our performance with very few claims. By supporting our consolidation and linehaul operations we will see our claim numbers remain small.

We have seen new branches, warehouses, kitchens, and offices opening throughout this year with more to come next year. We continue to expand our business as our customers require our services in new areas.

- Seattle – a new Warehouse and Transport branch
- LA Inland Empire (Moreno Valley) – new Warehouse branch
- Salt Lake City – Transport branch
- Phoenix – Air & Ocean branch

- New building for Transport Newark
- New building in Toronto to house our Transport and Air & Ocean teams
- New building in Chicago to house our Transport and Air & Ocean teams
- New building in Atlanta to house our Transport, Warehousing and Air & Ocean teams
- CaroTrans Dallas has moved into a new office attached to our warehouse building in Dallas
- CaroTrans Chicago has moved into a new office
- CaroTrans Indianapolis has moved into a new office
- CaroTrans Atlanta is moving into a new office
- We now have full Kitchens up and running in Newark, Dallas, and Chicago, with more to come.

We have expanded our sales force and have Air & Ocean sales team members in many of the small

Transport sites around the country to extend our service offerings to new customers. We have established the role of VP of Sales in each of our four divisions to assist in rolling out our new sales strategy. Our sales force is close to breaking the 100 team member mark. With all this focus on sales we need to see strong sales growth.

As a business, Mainfreight USA has performed well, but with the market size of the USA we must set our sights much higher. Create lofty expectations and be confident we have the ability to offer services that can match and be better than our competitors.

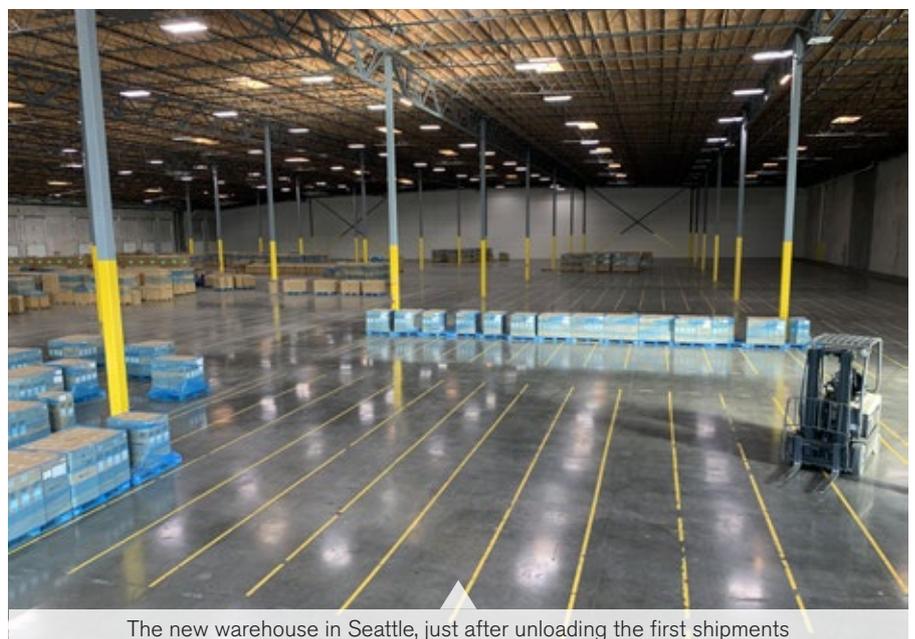
Our success will continue by building on our culture, focusing on sales in every aspect of our business and committing to having the best-trained team members in the USA. This is all part of our strategy as we build toward our business goal of breaking \$1 billion in revenue.

Thank you to each and every one of you – enjoy the holiday period with your families and friends, and let's make 2020 a year to remember and celebrate.

North America Warehousing – René van Houtum

At the time of writing this newsletter we are at the tail end of several new customer implementations. During the months July-November we implemented ten significant new customers to our customer portfolio and this undoubtedly has created a few challenges. With over 17,000 "new pallets" in stock, our storage utilization has increased dramatically and in order to accommodate this growth, we have increased the number of Warehousing branches from five to seven.

In Seattle, we have opened a 119,000 sq. ft. warehouse and in Moreno Valley (in the Californian Inland Empire), we have opened a new warehouse with a footprint of 163,000 sq. ft.



The new warehouse in Seattle, just after unloading the first shipments

This warehouse is located 1.5 hours east from our Carson facility, in Moreno Valley, a rapidly growing industrial area with many potential customers “around us”. Real estate costs are relatively low compared to the Carson area, which offsets the higher container drayage cost.

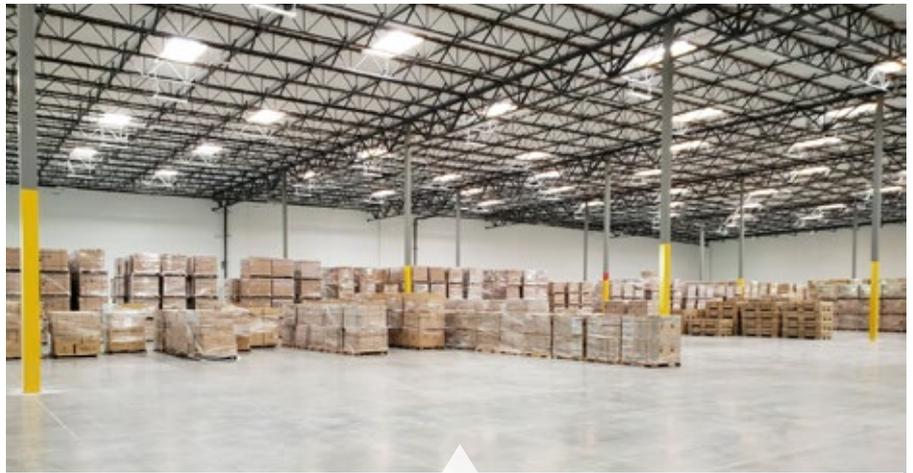
In Atlanta, we have moved from our previous location to a beautiful new warehouse; tripling our storage capacity in Georgia. With the help from several team members from other branches, the team moved over 2,000 pallets in two weeks.

It is not the first time that we have moved to a new warehouse or implemented new customers; in fact, it is becoming a routine! At the same time, we realize that this requires a lot of additional effort from our warehouse teams. I would like to thank the entire team for all the hard work and for making 2019 a good year for the Warehousing division. We have been able to keep the momentum of the previous year going which would not have been possible without your dedication.

With the addition of the new warehouses, Warehousing North America now has a capacity of just under 1 million sq. ft. The new customer gains have pushed our revenue growth; our first quarter was relatively flat and we are happy that since July, we have been able to “speed up” and lift our growth. As we all know, we are still “a drop in the bucket” in the North American logistics market; let’s keep pushing for aggressive growth!

We have also worked hard on performance improvement. The September audit results show a nice increase, with all the branches now reporting a score of 91% or more. Equally important, the morale score shows similar improvement with one branch just below 4 (out of 5) and all the other branches reporting a score above 4. Quality generates happy customers, happy customers generates profit; well-done team!

By no means are we where we would like to be (yet!). In order to delight our customers we continuously need to focus on improvements that increase our performance and/or reduce our cost. In quarterly business reviews with our customers, we focus more and more on continuous improvement and we should not be afraid to ask our customers for help; it benefits all of us!



The first loads have arrived in our new Moreno Valley warehouse



The “Atlanta move team” with L-R: Joe Connors, Chris Sparks (Driver), Bryan Burton, Derrick Parker, Dries Pinoy, Daniel Mendoza, Robert Siuzdak, Devyn Gilliam

In order to continue our growth, we are always looking for team members that would like to join our sales team. According to “Mainfreight tradition”, we would like to promote team members from within. In the near future, each branch should have at least one sales team member in order to build pipelines for future new warehouses.

Practice shows that this is easier said than done, simply because we only want to promote the team members that are the right fit for these important roles.

Our Newark team recently organized a weekend camping trip to the Delaware River. After an extremely busy year, the



Selfie: Stephen Cacnio; Boat 1 (bottom): Eliezer Fernandez, Sylvia Arroyo, Dries Pinoy, Catherine Munoz
 Water: Robert Siuzdak - Boat 2 (middle): Jules Branswyck, Amelia Williamson, Eric Roman
 Boat 3 (top): Luis Rivera, Joshua Hernandez, Chandell Russell, Bryan Landin, Tiffany DaSilva

team has bonded well and the branch performance, in all of its facets, has improved dramatically. This weekend was another opportunity to spend time together and build an even stronger team for the future!

It feels like Christmas 2018 is only just over and Christmas 2019 is already knocking at our doors. As a team we should be excited and proud of what we have achieved last year; let's celebrate the success with our friends and family during the Christmas days.

We must keep the momentum going and if we work with the same enthusiasm and dedication on the development of our Warehousing division, without doubt we are going to make the next big steps forward in 2020.

All the best for the New Year and please make sure that you have an amazing Holiday together with your family and friends! See you in 2020!

North America Air & Ocean – Nathan Thomas

We have had some excitement over the last few months, opening two new branch locations in October, Phoenix, AZ and Querétaro, MX; and we now have dedicated Airfreight branches being opened in our larger Air & Ocean sites. As we put pen to paper, there has been plenty of movement amongst the team, as all our appointments have come by promotion from within our business. Not only have we seen Branch Manager promotions, but nine team members have been internally promoted into sales roles since the start of this year. Congratulations all and good luck.

We enjoyed making our Apple deliveries this year, and are now into our third year of this Mainfreight tradition. Some of our branches are

What can we do better during the next 12 months?

1. Presentation of our assets. With Warehousing Atlanta moving to a new building, we have said goodbye to the last building in our portfolio that did not meet the Mainfreight standard. Without intending to be arrogant, our buildings are of a higher standard than the buildings of most of our competitors. Let's make sure we keep them in "new condition".
2. Cherish our culture and sell it! Our customers love our culture and understand that a strong, well performing Logistics partner has a dramatic positive effect on their business.
3. Related to the previous point: Positive Action Team meetings are a valuable tool and important part
4. A key-performance indicator in Warehousing is the Inventory Record Accuracy (in short IRA). We have made a huge improvement during 2019, lifting this KPI to the high nineties. As a team, we have discussed ways to further improve this IRA; let's get it done!
5. Finally, push yourself to continue to learn! It helps lift our business to greater performance and efficiency and equally important, it strongly supports self-development and your career! "The only knowledge that can hurt you is the knowledge you don't have!"

Things to do better in 2020:

- Ask our customers the question, do you have LCL freight we can help with?
- Recycle, reduce, reuse – if it is to be, it is up to me!
- Always be selling, every conversation with our customers is an opportunity to understand our customer's needs in more depth
- Answer the phone with a smile, and of course within three rings!
- Be community minded, see how we can impact those around us
- Read more – industry articles, books – upskill your knowledge, or for enjoyment.
- Share experiences and bring ideas to our PAT meetings
- Help find leads and grow our Airfreight product.



Mainfreight Newark – Apple Picking
L-R: (family member), Philip Du, Emma Howard-Smith, Minh Ninh, Elaine Wong, Cole Hopper, Victoria Gelmi, Tom Min, Carol Mcleod with little Zoe

even making the collection of the apples a family event, heading out to a local orchard in the weekend with their families to ensure we have the very best apples by hand picking them! It's rewarding to get feedback

from our customers as they receive their apples, and we often hear some "bucket stories" as to how they were used last year (once the apples were eaten of course!).

This time of year in the USA is quite special, with Halloween and Thanksgiving leading into Christmas and New Year. There is nothing quite like restricting the candy intake, only to turn around and overindulge in the

Turkey and other festivities on Thanksgiving. As is tradition in the USA, to be thankful on Thanksgiving, it is the perfect time as a Mainfreight team to be thankful for those that support us. Our customers, vendors

and most importantly, family and loved ones who support us in our endeavors. The support from home for all our team members is very much appreciated.

Enjoy the festive season, be safe and be happy! Go Bears!

My Move to Newark – Elaine Wong, Air & Ocean Branch Manager

After being in the Christchurch Air & Ocean Branch for 19 years, I set myself another challenge, and uplifted my life with two suitcases in tow, and accepted the opportunity to manage the Mainfreight Air & Ocean Branch in Newark.

I was sad to leave my Mainfreight New Zealand family behind, but was looking forward to be part of the Mainfreight USA family.

The number of people living in New Jersey blew me away! Population of 624,000 in Canterbury vs 8.9 million in New Jersey – so I was definitely a small town girl in a big city.

Jersey City reminded me a bit of Christchurch with the parks and greenery so I felt at home straight away. It was only when I was driving to work on my second day, did I think, holy heck! There were cars for miles, three lanes going either side, turnpikes, ramps everywhere, cars were tooting their horns, speeding on the freeway, and going through the tollgate, there were 10 lanes you could choose from and then they all split into different directions. Hence second day at work, I was late – instead of taking 30 minutes to work,

it took me 1 hour 45 minutes, as I got lost and took the wrong ramp even with a GPS!!!

A couple of days later we did some customer handovers in Manhattan. After taking the path to the World Trade Centre stop, and heading to the customer's, I can honestly say it was such a buzz, to even think I was doing sales call in USA, let alone Manhattan. Jake Moller and the team in Newark have been amazing. They have taken me in and have immediately made me feel at home, and I'm feeling privileged that Jake has handed me his branch to look after and also lucky to have the opportunity to learn how international freight works in North America with all the different rules and regulations.

In my first five weeks, I have accomplished the following:

- Jumping into a rental car and driving to work
- Getting lost trying to get to work
- Picking apples (team bonding in the Big Apple!)
- Got a social security number and a bank account and went for my driver's licence



- Made sales calls
- Attended the mid-year Branch Manager Conference in LAX
- Got lost trying to get home
- Found an apartment and moved in!

The transition has been amazing. My thanks to the leadership teams in New Zealand and USA for making this happen; also I wouldn't have felt so at home if it wasn't for the Team in Newark. Thank you, you all have made it easy for me to settle in and I have been well looked after. I look forward to learning more and sharing my knowledge.

New Air & Ocean Branch in Phoenix – Caitlyn Balderrama, Branch Manager

What a fun few months it has been! It has been thrilling to be involved in the opening of one of Mainfreight USA's newest Air & Ocean branches – in Phoenix, Arizona.

While most people just think of heat when they think of AZ, locals here like to think of growth, and Phoenix is HOT for growth right now! Phoenix is currently a region of 4.5+ million people and home to many major businesses in tech and heavy machinery, due to its low cost of living and generous business environment. In fact, the Phoenix area is the fastest growing county in the country – three years in a row!

What this means is that it was time for Mainfreight to establish a local presence, to build relationships in the community, and to no longer rely on travelling visits from the LAX team. Right now, myself and Cameron Ruyle are a smaller Air & Ocean team, but we sit in the office with Transport heavyweights, who have been established already in Phoenix for over six years.

This made for a fast setup because the desks were available and ready to be occupied. We share the office with an owner driver team, Mainfreight Transport NSD (the Transport support center to manage our USA agent

network), Phoenix Transport AND the TMS LTL team.

While this makes for a full office, it also makes for a great support and communication network to have us all working side-by-side across departments.

Feel free to reach out if you have any questions about the state or routing and are curious about our network here – we are eager and ready to grow Arizona!

Branch Manager:

Caitlin.Balderrama@mainfreightusa.com

Operations:

Cameron.Ruyle@mainfreightusa.com



Mainfreight Air & Ocean Phoenix - L-R: Cameron Ruyle & Caitlin Balderrama

Americas Transport – Shawn Roach

We have seen a year of brand growth, from new buildings in Atlanta and Chicago, to ongoing growth of the national linehaul network across our major markets, to having three full-service kitchens up and running, where we can sit and enjoy each other's company, telling our stories of what is still yet to come.

This year we also saw our first real LTL (less than truck load) wins. While still not nearly enough, it goes to prove we can compete in this market with the big LTL carriers, especially when we continue to focus and deliver on our story of quality and care. Truly a market differentiator.

Heading into the second half of the financial year, we will:

- Continue to build on our high value pipeline
- Build a market scrappiness, to go after medium and small customers, which are critical to create the next level of energy and maturity, and very much needed to move the business to the next level of revenue and profits
- Continue our focus on quality and culture

Congratulations team, executing our margin initiatives has brought us to levels we have never achieved before, and this has been critical for our

branches in Newark, Dallas, Chicago and Columbus achieving respectable profit levels for these big markets.

The Newark team has set the high watermark so far this year, breaking their previous weekly net profit record, and reaching a team goal to ring the bell at over \$100K. The sky is now the limit.

Lots of work to do, and we will not shy away from making our transition to be an LTL carrier, now with more pace as it's time to break away from the incremental improvements, and drive meaningful revenue growth.

To everyone, take good care over the holidays – the best is still yet to come for Mainfreight Transport North America!

Transport Sales – Shaun Upper

Our sales team is our front line, and we are aggressively expanding it. We are currently 46 members strong, and have set a goal to reach 66 blue-blooded teammates by the end of March 2020. With jobs published globally, we are seeking out the best of the best to help us capitalize on this enormous LTL market.

We know the Mainfreight formula works. Customers value our service, and we are successfully gaining new business. Our reality is that we simply

need more feet across North America winning daily LTL freight, and spreading the Mainfreight story.

Our campaign does not stop simply at recruitment. With our sales team induction program complete, we are ensuring that our new team members are well equipped with the tools needed for success. We are investing heavily. New purpose-built facilities in Newark, Toronto, Atlanta, and Chicago showcase our immaculate presentation and pride of ownership.

Our commercial kitchens bring us together, and illustrate our dedication to culture and family values. Our branches are building discipline in their pursuit of growth in the LTL market, and it is reflected in their KPI's. With six sales managers now in place in our major markets, we are determined to complete our 20-mile march every day.

Stay tuned for big moves; we are on the right track.

Mainfreight Dallas Kitchen

September saw us welcome the CaroTrans team to our Dallas super-site, and also marked the opening of our in-house commercial kitchen. The role of chef was hotly contested and after much deliberation, we were pleased to welcome Chrystal Martz to our team.

Chrystal is currently cooking lunches for roughly 60 team members across the four branches onsite, though the kitchen was built to cater for 160 people, such are our plans for growth in the Dallas market! Breakfast



Chrystal Martz



L-R: Willie Brewer, Ronny Garza and Kevin Somarriba with Monique Garcia facing away

options, including 'on the go' breakfast for our Owner Drivers, will be introduced in the coming weeks. The kitchen was an investment that

we were proud to make, and we are already seeing the benefits of our teams sharing a meal on a daily basis.

Mainfreight Transport Toronto

Mainfreight Transport Toronto is a relatively new branch for North America and the first based in Canada. Toronto is Canada's largest city and is home to over 37 million Canadians, and to the Toronto Maple Leafs.

We have been operating for 14 months and we share our location with Air & Ocean Toronto; a combined team of 23 passionate Mainfreighters. We owe our success not only to the support of our family of branches, but to our current team including three owner drivers. We currently run weekly line-hauls to Chicago and New Jersey, and are always looking for the next opportunity.

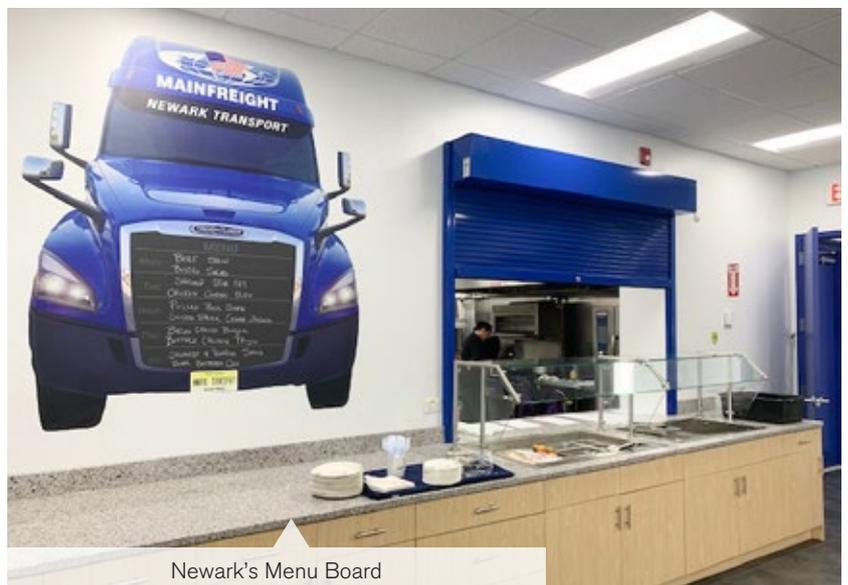


From top to bottom: Paul Ody, Gus Amorim, Alessandra Aguiar, Flavia Muniz, Bogi Compton, Dan Ody, Nelson Severino, David Frisina, Elchanan Fontaine, Evelyn Man, Jane Trogan, Carole Forbes, Sara Bennis, Mariya Morozova, Mehr Rajput, Mike Thompson, Matt Stocks, Dean Baran

Mainfreight Transport Newark (EWR)

Exciting times for the Transport team in EWR. After just over a year in our new branch facility with 110k square feet and 30 dock level doors, EWR was the first branch in the USA to include a full kitchen and executive chef, serving meals five days a week, with over 95% participation by the team. With the growth of our owner driver teams we also have a full locker room with showers installed so our drivers can clean up and refresh after each trip.

Our branch continues to smash weekly profit results, recently breaking branch records 3 out of 4 weeks, so we're hopeful of exceeding our profit pledge with these recent results posted.



Newark's Menu Board

CaroTrans – Chris Wilson

2019 is quickly coming to a close and what an eventful year it has been. It's a pleasure looking back on the year and reflecting on what has been accomplished, what goals were achieved, how the business has changed, the improvements we made and how we tackled the many obstacles that seemed to spontaneously appear. We are always impressed with how quickly and efficiently our team responds to the many unanticipated obstacles that appear in our business. Thank you!

We have some great newsletter submissions this time, indicative of the culture we work so hard to cultivate and sustain. We have team-inspired trophies, new services, customer and community events, and many anniversary milestones.

For me, it is so refreshing to see these items all coming from our team. These were not items that were dreamt up in some sort of ridiculous steering committee, but rather initiatives that came directly from our

people. It is precisely initiatives like these that separate us from other companies and what makes our team so special. This locally inspired ingenuity is what we need to nourish our business and ourselves. Keep it coming!

Thank you to every single Team member for everything you did this year. For those of us that travel a good part of the year, a big thank you to your family for putting up with the time spent away from home.

Merry Christmas and Happy New Year!

At the Crossroads: A Community Meal

In late September, the CaroTrans Indianapolis team took part in setting up a large scale community meal for area neighborhoods in downtown Indianapolis. Our team helped in everything from cleaning up the streets surrounding the event, setting up the 400 foot long table, to small details of the centerpieces and place settings. It was a wonderful experience and a unique event that fed over 300 people. We are grateful to be part of something that benefited our community.

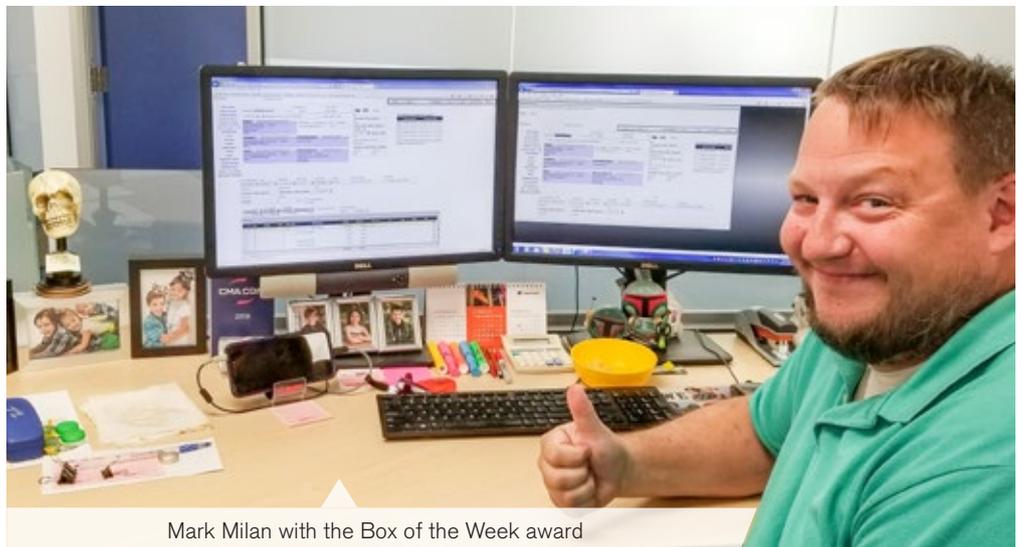


CaroTrans Indianapolis
L-R: Virginia Valentine and Stefano Ferrari



Box of the Week – CaroTrans Chicago

In an effort to promote a bit of friendly competition amongst the team, the Chicago operations team has created the coveted "Box of the Week" trophy. It all began with regular bragging that would ensue on Monday afternoons, after the P&L was posted. It quickly evolved into an official declaration of the highest revenue file in front of the team and eventually, an official trophy was born.



Mark Milan with the Box of the Week award



Australian Group – Rodd Morgan

Team, Taking the time to look through the glossy pages of our Christmas team review is a wonderful way to get a good feel for the energy, vitality and passion that our team exudes. There are lots of examples of the pride and history we are steadily building in Australia and also of our team having plenty of fun along the way.

As we head into Christmas, there is no doubt that we are in softer economic times at the moment. We love the opportunity that times like these bring, to show our true capability as a business and to quickly adapt or 'cut our cloth' to suit our circumstances. We believe this determination to capably adjust to the external factors all businesses face is one of the things that separates us from our competitors.

Naturally enough, tougher times will always roll around from time to time as sure as night follows day. That's why we embrace them as a chance to refocus on the hard work and disciplines that have got us this far. It is also why the following statement from Bruce resonates:

"Embedded deep in the company culture is a toughness to succeed every hour, every day, every week, every month, every year – no matter the difficulties" – Bruce Plested

Our teams have generally done a good job over the last six months to manage our margins and operating costs to help protect our profitability. It is this sort of match-fitness that positions us well to be able to quickly take full advantage when the buoyancy inevitably returns. Thank you to those people who have worked so hard to improve this area of our business.

As avid readers will know, the lead into Christmas places extreme pressure on our team to move the surging freight volumes. This is when all of the disciplines honed during the quieter part of the year serve us well. Maintaining our quality through this period remains our key focus – particularly in light of our earlier comments.



On the 6th November 2019 we officially celebrated 30 years of operating in Australia.

This is a significant achievement given the adversity that those Mainfreight pioneers faced in trying to carve out relevance in Australia and quite possibly a future of any sort beyond New Zealand. The courage of our leadership to stick with Australia in such tough circumstances is another powerful example of our 100-year philosophy at work. On behalf of our current team we would like to acknowledge and thank the many outstanding people that have contributed so much to our success. We look forward to the next 100 years starting from today.

Thanks to those team members that will be working through the Christmas and New Year period – it is greatly appreciated. For those taking a break, please enjoy yourself and hopefully you are able to spend time with your families.

Have a great and merry Christmas and enjoy your hams!



Bruce Plested joined the team at Epping for 30-year celebrations

Australia Transport – Bryan Curtis

It's been a tough first half of the year across the business. However, we should be proud of the way we have found ways to do more with less, resulting in better margins and cost control. We are well placed to handle the next six months, with quality at levels we have not seen before.

On 6th November 1989, Dennis McLean and his family moved to Sydney to open our first operation outside New Zealand. Here we are, thirty years down the track, with a team of close to 2,000, and 56 branches in Australia. We owe much to Dennis, Judy Davies, Chris Dunphy, Chris Knuth, John Hepworth and the countless team members who through hard work over the last thirty years, achieved the business we have today, and see us poised to take on the next thirty in our 100-year journey. Our heartfelt thanks to you all.

In September, we held our Driver Appreciation Week across the country, with branches holding a variety of events to show our appreciation to all the drivers across the country, be they local or line-haul. Whilst it is great that we take a week to focus on our drivers, we should be doing this every day, with a special focus on the line-haul drivers – we know it's not easy out there.

Recycling in our depots and homes has never been more important than it is now, given the issues with recycling companies and push back from China and Indonesia. We must find better solutions to what we are currently doing. One such initiative is being looked at by our Epping team where we remove the bins by our desks and walk to central bins that are colour-coded for paper, food and general waste. This will result in time savings for our cleaners, and as a result a dollar saving for the business.



John Hope, Perth Owner Driver, standing proudly behind his beautiful truck – note the slogan on the back of the truck.

In our operations we should all be separating waste into paper/cardboard, plastic, food and general waste bins. We must eliminate the practice of throwing scrap pallets into bins that are destined for land fill. Find ways to recycle for customers or find companies that will take these off our hands. As a last resort cut them up first before putting them in a bin or mulch the pallets.

Be local, use local suppliers especially in our regional areas.

Things to do better in 2020:

- Help your brothers and sisters, be generous of spirit – we are a family.
- Find a solution to issues in front of us.
- No excuses, if not me than who – if not now than when?
- Act with pace.

**Thank you again for all your efforts in 2019,
it will be an exciting 2020.
Merry Christmas and a Happy New Year**





Blue Tree Project in Bunbury, Western Australia

WHAT IS THE BLUE TREE PROJECT?

Our mission is to help spark difficult conversations and encourage people to speak up when battling mental health concerns. By spreading the paint and spreading the message that "it's OK to not be OK", we can help break down the stigma that's still largely attached to mental health.

This is a good reminder that we need to be looking after our brothers and sisters – we are Family.



Our Albury Branch Manager Michael Pryor's brother-in-law feeding cattle in Towrang, New South Wales, in a cold snap in the end of September that closed the main highway into Canberra and Sydney.

Note the Mainfreight unit coming into the picture – perfect timing!

Chemcouriers Melbourne Owner Driver Trung Duong's new ten pallet truck.

The first two spots have a door on each side with two walls which is great for segregation.

It has a full size tuck-away tailgate that holds up to 1.5 tonne, and allows us to load from the back doors as well.



Australia Warehousing – Simon Hart

I have enjoyed putting together our part of this end of the year newsletter. The contributions from the team show the strength of the Mainfreight culture. As a business we want to be agile, and that means having the team making decisions as close as we can to the customer. Sure, we may get it wrong sometimes, however the direction that we are heading in shows that we learn from our mistakes and mostly get it right.

Challenging our people to come up with ideas to make things better, and then making them a reality, is part of

that agility. It is great to see some examples of this in Jenny Colditz's piece on continuous improvement. The simple improvements can make a big difference. It is a game of saving seconds for those tasks that we repeat multiple times a day.

Sebastian Vella from Kookaburra has been with the business for a short period of time and already gets why we eat together. Our chefs are an important part of the team as they draw us together with great food, which fuels the team and stimulates good conversation. Many of the

world's problems have been solved in a Mainfreight lunch room.

Being global and more connected than ever across the world offers our team important life experiences like Andrew Journeaux and Kevin Tran have written about in their trip to Frankfurt in Germany. If you are a team member wanting to travel, doing that with Mainfreight can be a reality. Get some experience behind you and own everything you do, no matter how small the task, and you will become valuable to Mainfreight in other countries.

All the best for the New Year and please have a safe and enjoyable Christmas with family and friends.

Things to do better today:

1. Leakage: "Save a dollar make a dollar". We are all responsible for keeping unnecessary costs out of the business. By being accurate and making fewer mistakes, we ensure that we spend time on the activities that add value for the customer and make money for Mainfreight.
2. Presentation: Our image is everything. If we look tidy, we play tidy, meaning our quality is better.
3. Think Global, Act Local: we are now more connected than ever through our global presence and global customers. The little things we do, day in, day out, matter and contribute to our growth as a global logistics business.
4. Training & Development: We will continue to invest in training. Those who have been selected for training courses have a responsibility to take the knowledge learned and impart it to others once they return to their branch.

Frankfurt, Germany – contributed by Kevin Tran & Andrew Journeaux

Guten Tag, Mate!

We have travelled around the globe to Germany to spend two weeks with one of our customers. The two of us, along with the customer's team members, are in the classroom learning a process measurement language called MTM. This will essentially provide us with a more comprehensive way to communicate our processes to our customer and a clearer view of how CIP implementations will change our operation.

We may also see useful applications in resource planning in the future!

The training is taking place at the customer's distribution centre in Erlensee, near Frankfurt. The facility includes an impressive high capacity 23,000 pallet storage solution with fully automated pallet picking.

Outside of the classroom we have been sure to take every spare moment to explore the surrounding countryside. Our first weekend has already included castles, cathedrals, bratwurst and schnitzels!

Auf Wiedersehen,
Kevin Tran & Andrew Journeaux



Andrew Journeaux and Kevin Tran

Kookaburra Kitchen – Sebastian Vella

Setting up Kookaburra Kitchen has been a challenging yet rewarding experience. The first few weeks were tough, as with any kitchen start up. Though when it was eventually go-time, it was clear that all efforts were not in vain, and lunch became an instant hit with team members.

I even had team members trying to get the inside scoop on menus, and requesting their favourite dishes.

It is often said that a family that eats together stays together. I believe this to be true within our Mainfreight family. When the lunch rush begins each day, sounds of laughter and conversation

are evidence that our kitchen brings not only our team but also our guests and contractors together. I have always been greeted with big smiles and rumbling tummies eagerly awaiting a fresh hot meal. I am thankful to have joined the Mainfreight family and here's to many more delicious lunches.



Sebastian Vella in the Kookaburra Kitchen

Project: Dexter Drive, Epping

Construction has commenced on our 20,000m² purpose-built, state-of-the-art warehouse in Epping, Victoria. The 3.6ha site is adjacent to our existing Epping super-site and will add a further 24,000 pallet spaces to our storage capabilities in Melbourne. With our existing Epping Transport depot strategically located directly between our two warehouses (together storing close to 50,000 pallets), we will be able to feed freight directly into our Transport network with minimum handling.

In order to be able to effectively service a variety of customers, the new warehouse will have standard, bulk and DG pallet storage. To complement the growth of our Chemcouriers business, we have included 3,660m² of dangerous goods storage with two purpose-built bunkers capable of storing a variety of DG classes including class 5.1.



Once complete, approximately 50 Mainfreight team members will run the Dexter Drive warehouse. The site has a current practical completion date of 30th April 2020.

CIP it! As simple as that – Jennifer Colditz

Continuous Improvement Program means something different to everyone, but remember, as long as it is kept simple – Anything is Possible.

Portable Label Printer – That was the idea that sparked a team of future leaders in Queensland Warehousing, when they realised team members were spending a large amount of time walking back and forth to the stationary label printers. For each label, the team could spend between 15 and 50 seconds walking. Over the year, this adds up to 2,080 hours. That's 231 nine hour shifts!

The graduates purchased a sturdy, reliable, easy to use portable label printer. This was used to collect Time and Motion Data to quantify the amount of time and money this project could save the warehouse. It was found that the time spent labelling could be reduced by 58% for cartons and 76% for pallets.

Another important benefit that arises from the implementation of these printers is the elimination of

mislabelling, which occurs when the wrong label is placed on the wrong freight. This can be caused by a build-up of many of the team's labels at the stationary printer, meaning team members must sort through labels to find the one they are looking for, leading to mistakes.

With a label printer, only your own labels are printed and are then instantly stuck onto the freight.



Grad Team Queensland L-R: Harry Winterbourne, Nikki Hemmings, Sian Gaebler, Rodd Morgan, Bianca Reck, Alanah Campbell, Rosemary Starr.



L-R: Rosemary Starr, Jennifer Colditz

"Harnessing the power of the gun"

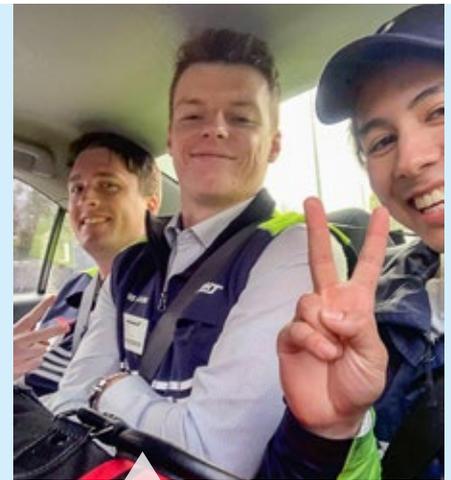
Western Australian Team Members Taras Melsom, Gerald Randle & Jarryd Reeve teamed up to brainstorm on CIP. The idea "Harnessing the power of the gun" is an update on the MIMS systems which dramatically improves the inwards placement and stock transfer processes.

The WA Team's idea is to re-engineer the inwards and transferring processes by introducing a new prompt in MIMS on the RF handheld guns. This will reduce stock discrepancies within the warehouse as team members will be prompted

when transferring stock into a location that is already occupied.

The prompt will decrease discrepancies and the time it takes for issues to be resolved, improving productivity and efficiency within the warehouse. This idea is a continuous improvement on already existing resources and technologies and will improve picking efficiency and stock accuracy in the warehouse.

This idea is being developed and implemented into our warehouse management system.



L-R: Jarryd Reeve, Taras Melsom, Gerald Randle

Life as a New BM – Siân Rogers

It has only been about four months since I was announced as Branch Manager of Fillo Drive, however I have already learned so much during this time. First, I must thank Aaron Bond for all the training that he provided during the handover and for making the transition as easy as possible.

Fortunately, just after I was announced as Branch Manager, I was selected to go to NZ for the Emerging Branch Manager course that was held in July. This gave me a good foundation prior to starting at Fillo Drive. It was amazing to learn from the likes of Craig Evans, Martin Devereux and my fellow emerging Branch Managers from around the world.

During my time so far, we have had customers move out, customers move in (during peak time!), and by January we will be a very different branch than we were six months ago. This brings its own challenges; however, it gives us a chance to review processes and ensure that we are set up correctly for new customers moving forward. All the above is made easy thanks to the great team that we have here at Fillo Drive, we always manage to rise to the challenges put in front of us and then get ready to tackle the next one as a team!



Girls Can do Anything!
L-R: Siân Rogers (Branch Manager) and Aleks Joavanovski (Operations Manager)

Australia Air & Ocean / CaroTrans – Grant Draper

It is great to see some fantastic new customers joining us over the last six months and it is important for all of us to show these customers that they made the right decision to trust us with their logistics.

Information is power and all our customers want to get the edge on their competitors by getting their goods to their customers on time and in full, and a big part of that is getting the right information from us when they need it and preferably unprompted. It is our role to understand our customer's business and give them what they need when they need it. This is what we do every

day, so we are good at it. Continue to talk with your customers so you can understand their needs and then act every day to get better at what we do.

Import sea freight is the largest product for the freight industry in Australia and it is a big and profitable part of our Australian Air & Ocean business. However, it is very important that we don't continue to let a single product dominate our whole business otherwise we will suffer badly if Australian imports are weak.

To ensure diversification happens, we have been pushing for growth in the following products and ideas for the

last few years:

- More exports both airfreight and sea freight
- LCL sea freight so that we can build consolidated containers to and from the rest of the Mainfreight global network
- Airfreight that is operated by airfreight specialist branches and airfreight experts
- Perishable goods handled by our purpose-built coolstore facilities and expert team members
- Expand our reach into the smaller regions by supporting them locally with local people.

We still have a long way to go to achieve our goals of full diversification but we have seen this strategy work over the last six months where import sea freight volumes have been lower than prior years, yet our sales and profits have continued to grow. This should make us all even more inspired to increase our exports to a much higher level. This export growth can be done by targeted selling and a renewed focus on the highest level of service to all our export customers.

We wish you all a safe and relaxing holiday break, a Merry Christmas and a Happy New Year.

For our business to keep growing we rely on a team of people who can think for themselves, take responsibility to change things for the better and believe in our Mainfreight culture.

Keep it up team and make sure we still have fun and enjoy what we do.

I hope you all enjoy the Aussie summer and get time with your family and friends.

Things to think about this year:

- Find new export business and then service it well to make it grow.
- Airfreight is urgent, we are experts who keep our customers informed, great service gets more airfreight.
- Search out LCL sea freight so we can build export and import consolidation containers.
- We do a great job and deserve to get paid on time for what we do – please ensure we get paid within our terms.
- Reduce costly errors by using our PAT (Positive Action Team) meetings when things go wrong to fix the cause.

Townsville breaks Guinness World Record – Angela Etika-Fenwick

Mainfreight team members from Townsville recently played their part in breaking a world record. Joel Nikeller and Shane Trindall helped to provide a beautiful blue truck for the event which took pride of place as the stage where the officiating took place.

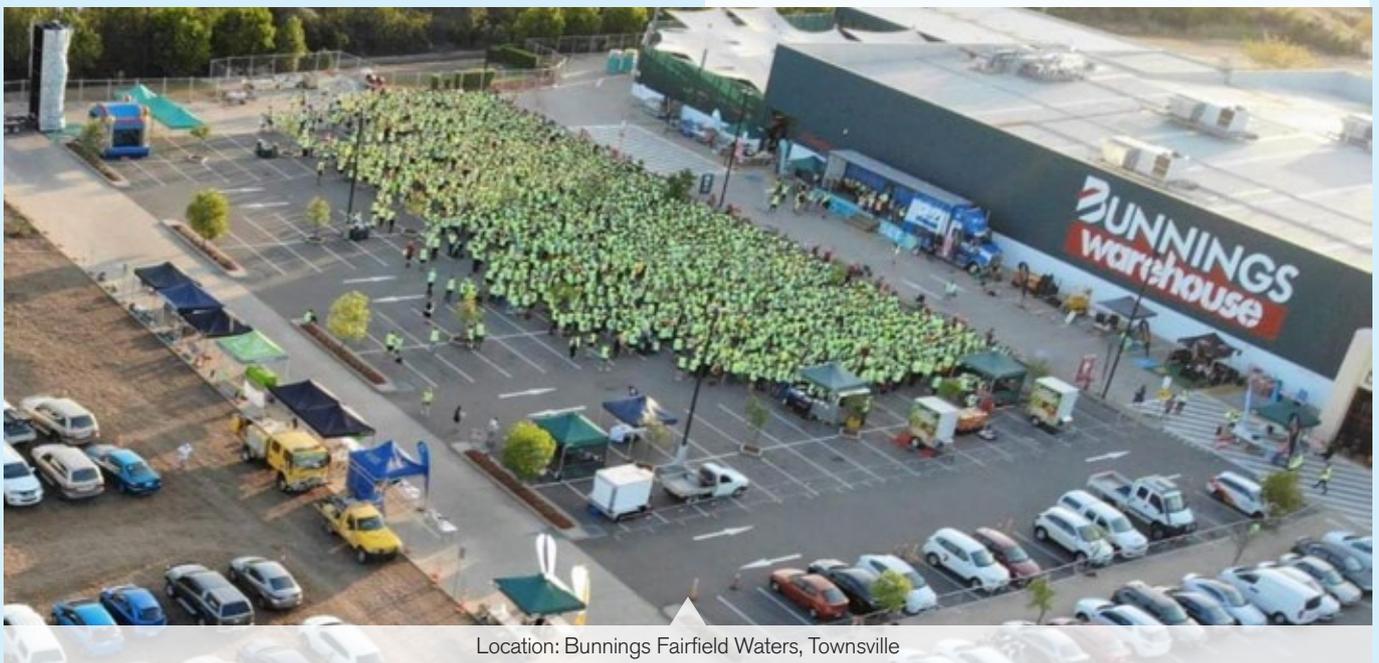
Townsville is now officially a world record holder, breaking the Guinness World Record for the **most people wearing high-visibility vests at a single venue** on 10th October 2019 for World Mental Health Day.

The official count of 2,499 people broke the previous world record attempt set by Bunnings Idalia by 363 people. Guinness World Record Adjudicator Brian Sobel said he was excited to be part of the event to help raise awareness for mental health.

The community event was supported by the Australian Army, RAAF, local councils and members of parliament, local businesses and the general public. Great attendance and publicity for a greater awareness.



L-R: Joel Nikeller, Shane Trindall and Angela Etika-Fenwick amongst the highly visible crowd!



Location: Bunnings Fairfield Waters, Townsville

Japan Fire Drill at Air & Ocean Australia

Our teams embraced the recent Japanese Fire Drill aimed at developing customer leads to support our newest offices in Tokyo, Nagoya and Fukuoka, Japan. The intense focus was lightened by embracing some Japanese culture along the way and we achieved some great leads and sales calls, which will no doubt turn into new customers for the Japan team in no time!



Air & Ocean Melrose Sales Team
 Front L-R: Travis Thorogood, Vincent Woolfe, Lingna Ngo, Vicky Li, James Ryan & Antonio Cottonaro
 Back L-R: Bernie Xu, Kosta Mihos, Sash Opacic & Dave Coughlin



Air & Ocean Brisbane
 L-R: Antonio Agpalza, Pikachu (aka David Kitson), Chris Meacham



Origami Sales Meeting – Sydney
 L-R: Melissa Stanley, Kristian Jensen, Fidia Ghazi, Juan Cabada, Bubba Taurua, Jayda Leaf, Amber Bailey

Airfreight X-ray screening Melbourne – Colin Abbas

As of 1st March, the Australian Government implemented a requirement that all freight leaving Australia must be screened via x-ray, swab or metal detection. All team members at Mainfreight Perishable & Air Melbourne have had training with these machines and are ASIC approved to handle clear cargo. General freight is usually placed through the x-ray screener with a team member watching the screens to check cargo which may pose a possible threat to the aviation industry.

All perishable freight must be scanned using the Electronic Metal Detection (EMS) to clear freight of any metal material that may be lodged in the product or possible concealment of a weapon. Once freight has been checked and cleared of any possible threats then it can be placed in our clear holding area ready for loading.



Dale Foote loading cargo into the x-ray unit



James Riego feeding perishable cartons through the EMS machine for screening.

Cooking with Oz Harvest – Maryanne Bridge

Mainfreight was invited by ClB couriers to join them for a day of cooking at Oz Harvest and a great experience to cook for the people who are less fortunate than most and who struggle day after day.

We teamed up into two groups and prepared meals with experienced chefs. One group cooked a Vegetable Curry and Roti bread and the other group cooked a Meatball pasta dish with a focaccia bread.

All the vegetables, tins of food, including spices were all donated by companies who contact Oz Harvest, a non-profit organisation to collect from them.

On the day we cooked and prepared meals for the following day for 180 people to have a hot lunch. These meals are delivered to specific locations where it has facilities for heating up food. It was an eye opener to see how much waste we go through each week in our home



L-R: Sam Forzisi, Maryanne Bridge

kitchens and where that food could be going.

Our experience at Oz Harvest was amazing and very satisfying, fun too interacting in a group that we helped achieve cooking some delicious meals.

Big Apple to little old Brisbane – Chris Bamford

After many discussions with CaroTrans New Jersey we are poised to kick off an all water fortnightly FAK service from New York to Brisbane in the coming months.

The USA is such a strong market for CaroTrans, with our largest number of offices located in the USA and a strong network throughout, we are constantly trying to find new ways to improve our services from the USA to Australia.

Previously we were moving all USA cargo to the LA gateway for consolidation to Brisbane. While this service was good for us to build the trade, it is time now for us to graduate to the next step and introduce an East Coast all water service to Brisbane, providing many great opportunities to gain new business while offering a better service to our existing client base.

The ability to move this cargo directly will give us a great advantage in the market, avoiding common delays in the rail / road repositioning of cargo from the East Coast to LA.

We are excited at this addition to our direct FAK service offerings and look forward to the kick off in coming weeks.



The Brisbane CaroTrans Team L-R: Melanie Hill, Chris Bamford, Peter Tombling, Anna Slater, Antonio Agpalza, Rosina Poa

Newcastle Packs for Export – Luke Chance

Mainfreight Air & Ocean Newcastle recently had its first ever export pack onsite for a 20GP direct from our Newcastle site, packed using our rear loading docks and sent out of Sydney to Auckland, with a final delivery of the pallets to Hamilton, New Zealand. Our customer based out in Muswellbrook is a regular exporter to NZ, but on this occasion, we convinced them to send in their own 20GP to save costs, and we did it! We hope this is the beginning of a new frontier for our new site in the Hunter.



We are Growing! - Jade Fogwell

What we love about working on the Gold Coast, is how united our team is with Transport. It really feels like we are one team, and that has been a huge advantage for us to expand our customer base on the Gold Coast.

Our sales team covers both parts of the business, so each team member is selling both Air & Ocean and Transport. We have welcomed Dragan Ivesic to our team as Sales Manager across both Transport and Air & Ocean. He brings a wealth of passion and knowledge of our transport and warehousing, and he is busy brushing up on his Air & Ocean knowledge to take this full supply chain selling into our market. We are very lucky to have Dragan in our team, and we look forward to seeing that passion translate to growth across both brands on the Gold Coast.



L-R: Michael Jones, Dragan Ivesic, Sam Cooper

Samuel Cooper and Michael Jones, our sales cadets, are working closely with Dragan and myself to build the pipeline and absorb as much knowledge from us to hit the ground running next year. Watch this space !

What A Good-Looking Bunch! - Jodie Dirksen

Late 2018 we had an exciting customs brokerage gain here in our Adelaide team, a prominent flower wholesaler who is a major grower, importer and wholesaler of fresh flowers to Australia's florists and flower retailers.

During our initial meetings with the customer we were advised to prepare ourselves for the Mother's Day period as it is their busiest time of the year! We love a challenge here, so we were eagerly awaiting our first Mother's Day and we weren't disappointed.

During the Mother's Day period, we customs cleared a total of 22 shipments totalling 33.7 tonnes of flowers. There were early mornings, late nights, challenges, weekend lodgements and quarantine monitoring for the brokerage team.

Mother's Day 2019 was a successful one for our customer, and feedback from the flower team was very positive.



L-R Jaimie Collyer, Gary Birmingham, Hayley Collins, Alysha Wreford, Bianca Moseley, Lisa Raimondo, Jessica Hautop, Jodie Dirksen, Joe Covino, Kanesh Sivashankar

They were very thankful for our attention to detail and commitment

over their busiest time of the year. We look forward to next year!

Branch Manager Visits EU – Dave Coughlin

In September I was fortunate enough to spend time with four of our European Branches, being Milan, London, Hamburg and Rotterdam.

While there was a strong focus on Sales, with many miles travelled with the Sales Teams in each Country (and thanks again to those team members, it was wonderful to see you in action and understand more about your markets) there was also time spent with each of the Branch Managers. Talking about the progress and growth of our respective branches in a local environment, sharing stories of how we have become part of the exclusive Branch Managers Team in Mainfreight, the progression of our teams and how we work in with other branches within the Network, across all the brands (not just Air & Ocean), while sharing experiences about the Australian Market and the Melbourne Branch.



L-R: Giorgio Mongeri, Dave Coughlin

I was also very fortunate in helping Giorgio Mongeri support his local Inter Milan football Team in a Champions League game (not speaking the language wasn't a problem, football is football!) as well as finding common interests with Tamara, John & Maarten. An action packed 2 weeks and I am now sharing what I have seen with the Teams here in Australia.

City 2 Surf 2019 – Air & Ocean Sydney

On 11th August, 35 team members from Mainfreight Sydney participated in the Sun Herald City 2 Surf. With its 14km course, this event is considered one of the world's largest fun runs and most loved community events. This year they raised just over \$4 million dollars for multiple charities.

Although the morning was cold and nerves were high, the atmosphere full of good vibes and positive energy from all participants made it one to remember... and with the bang of the starting gun we were off. Along the way we had many forms of encouragement including DJs, live bands and families cheering us along from the sidelines.

Overall this was a really rewarding experience and team bonding activity. Seeing everyone's happy faces when we crossed the finish line made all the pain we were feeling worth it.



Front L-R: Sam Forsizi, Sonia Taylor, Virginia Cheong, Emily Tran, Brooke Moretti, Jackson Elliott, Katy Geng
Back L-R: James Davies, Andrew Robinson, Jacob Briggs, Ivan Osorio, Scott Green, Aiden Erlik, Steven Hong, Sam Taylor, Jayda Leaf, Bianca Kraljevic, Skye Budd, Unknown

2019 Jane Smith Award Winner, Callum Bruce of Air & Ocean Brisbane

This award recognises those great people who contribute the most to the team attitude of Air & Ocean Australia. It recognises team spirit, morale, goodwill and hardworking attitude, and nominations come from around the country. This year Callum Bruce, our export team leader in Brisbane, won the award.

Congratulations Callum.



L-R Ogi Vuksanovic, Callum Bruce, Grant Draper

Jaan Ilhan - Breakfast with the New Zealand Prime Minister

While attending a chamber of commerce event on the hunt for large supply chain sales opportunities, Jaan seized on the chance to snap a picture with the Prime Minister of New Zealand. Now that is what we call networking at the highest level.



L-R: Jaan Ilhan, The Right Honourable Jacinda Ardern

Nice to MEAT you – James Blok

Welcome to Sales in Brisbane Perishables & Air, I have recently taken on our Perishables Sales role which will see me travelling from beef exporter to lamb processor and everything in between. In the coming months you may possibly see as much red protein as watermelons and rockmelons down in our cold stores.

Already we have started a few shipments with some great companies. Unlike produce, meat is a 12 month a year product with a longer shelf life, therefore it can be more consistent for our team. Most of the meat product comes from Northern NSW, the Darling Downs and Central

Queensland where cattle are grazed and processed at plants that are closer to port of loading.

Also did you know? There are 43,000 beef farms in Australia producing 2.1 million tonnes of beef and veal each year.



AKE's of Meat for Tokyo, Japan

Owens Transport Australia – Mike Reid

Welcome to an update from the Owens Australia team. It has been a difficult six months for Owens in terms of revenue growth and profitability and we need to strive to turn around our loss making branches back into profit.

For the coming year, we all need to remain focused on the quality of our service. Our customers are always our number one priority and it will be our service that will maintain our customers' loyalty. We must believe we are the best in our game and keep our eyes and ears open to ensure we take advantage of every opportunity. Costs are also vitally important and we must ensure that we keep these under tight control. Working as smart

as we can, is each and every team member's challenge.

I would like to welcome all our new team members to the business. As usual we have had changes with team moving on creating opportunities for those wanting to take on new challenges in new roles. Whilst there have been changes, I believe we have built a stronger team overall. We have established a great foundation to develop from, having a good mix of experience, youth and energy. Our focus over the last six months has been on quality and implementing a "do it right first time" attitude, getting back to doing it by the book, being easy to deal with for the customer. But on the other side of the coin we

need to be aggressive in competing within our market and ensuring that we keep growing our business while controlling our costs. There have been many positives; we have managed to find some better ways of doing business including offering different and new ways of serving our current and prospective customers' requirements.

Awareness of our brand has grown and we are certainly being recognised as one of the few truly national container transport companies. Our quality depots, large fleet of vehicles and trailer equipment has meant we are being recognised by a much wider variety of potential customers.

It is as important as ever to continue that we differentiate ourselves from our competition and we all need to play our part. We all know and understand the importance of our image and our requirements have been discussed with you all.

We cannot continue to operate as we have in the past. Following are a few points we should immediately adopt:

- We must continue to look at improved ways of doing things.
- We must action our ideas (with pace) and ensure we follow through with these.

- We must measure our changes to ensure they are working and delivering the expected results.
- All team members must commit to changes and be part of our success.
- Should an idea not work we must learn by this and make sure we do not make the same mistake again.

Thank you for your hard work and loyalty through this challenging year and I wish you and your families a very happy Christmas.

National Sales – James Bennett

As I write this note, it's great to take a moment and reflect on what has been a strong year for Owens. We continue our exciting journey of improving our quality and growing our customer base, as well as maintaining our investment in our business and, importantly, building a great team that will ensure future growth.

Throughout 2019 we have upheld our service promise to our customers, further improved our industry presence and maintained year-on-year sales growth momentum. By leveraging our national network and infrastructure, increasing the scope of our services, driving forward with dogged determination and ensuring we are easier to deal with than our competitors, we have fuelled strong growth despite some challenging market conditions. Whether it's delays

caused by industrial action on behalf of the stevedores, poor container park throughput, continuous port land-side cost increases, numerous vessel omissions due to rough weather, or major congestion on our city's roads – it is fair to say each day is different for the Owens team and we must always strive to do things smarter, better and faster than our competition. We have so many intelligent, passionate and can-do people who don't waver no matter the challenges our industry throws at them every day.

As our sales year comes to an end, we can be proud of our achievements – we have done a far better job in improving our existing customers' growth through driving supply chain efficiencies and have maintained a focus on new customer growth, winning the business of highly

regarded national and global brands. A big "well done" to our sales team – we have pinned our ears back and gone hard, and it's been great to see the excellent results that we can deliver as a united team. We are thrilled to have several team members already achieve their individual sales targets and, collectively, we are likely to achieve our milestone team sales target. As we stand, there are several great new customers about to join us soon which will certainly help accelerate our growth into 2020 and beyond. Exciting times ahead.

On behalf of the Owens sales team, I would like to thank our owner drivers, operations, customer service, and warehouse and administration teams for making our business great to be part of.

Perth



Owens Perth trying a different revenue stream

Sydney



Keith Stone and Glen Finlay – Sydney Fleet



Tristram McKay in NZ with the J1 Bedford that started it all

Brisbane

Special mention to Des Bertram who this year is in his 26th year with Owens Transport. Des started with Owens as an owner driver before moving into operations where he still is today looking after the maintenance and driving our reach stacker.



Des Bertram

NEW ZEALAND



New Zealand – Craig Evans

The focus on improving and extending our branch network throughout New Zealand has intensified over the last half year, which has brought us to unprecedented times where we currently have 15 new property developments underway either in discovery, design, or with building programmes, from Whangarei to Central Otago.

2020 will see us with new branches in Levin and Whakatane, which are examples of how we are bringing more timely, direct services to smaller catchments, by-passing the traditional practice of servicing regional centres through intermediate hubs. Further similar developments are expected as we continue towards our goal of having our people on the ground servicing these communities every day.

The challenging Whangarei depot extension is finally completed, a good example of our team carrying the weight of our growth, as we seek longer term solutions. Thank you to all those who have been involved. But we're not done with Whangarei yet, as we have purchased an additional 2.7 hectares of land adjoining our current depot, for future expansion and access to rail services, ahead of KiwiRail re-establishing services to the region.

In New Zealand's bigger centres, ground works for our site in West Auckland will start by year end, targeting a 2021 opening of a new Transport facility. Updated agreements and start dates for a proposed new Owens Auckland facility in Penrose, and for an extension to our Wellington Transport depot will emerge soon.

Finalizing or locating land for Napier and Nelson also remains a priority.

The new world of sustainability continues its march, capturing global attention and broad participation to protect and preserve our delicate ecosystems for future generations. It is an obligation placed on us as individuals, and certainly as Mainfreight, to take part, or in fact lead efforts to do the right thing where our influences allow.

As we head into 2020, we will ramp up disciplines within the business to build on our ingrained recycling habits by extending our environmental conscience:

- Wooden pallets/ bases are banned from our waste; find ways to repurpose locally
- Solar farms on all buildings of significance
- Paper, metal and plastic separation and recovery
- Grey water harvesting
- Commissioning team vegetable growing areas, including worm farms nationally
- Customers will be asked to assist us to effectively dispose of waste generated from their packaging.

We have embraced new GPS technologies that allow us to track key assets, containers, segregation (seg) bins, and furniture cages within the network in real time. This allows for precise deployment and planning, both for our current gear, and as more specialist equipment appears in the network, which removes frustrations and brings significant efficiencies.

If I could ask for just one thing heading into 2020, that would be to reduce or eliminate the practice of using mobile phones while driving. I believe it plays a much greater part in road harm or deaths than can be reported. We encourage all our team – **be safe and set good habits for other generations to follow.**

We can't hide the fact that we are sensitive to the current economic climate, and we must all be attentive and contributing to efforts to jettison every unnecessary operating cost. We are better insulated from a downturn than most, with a fit, lean Mainfreight, tested numerous times in our history, always emerging stronger and hungrier when circumstances improve; it's just one of those times again that we need to cycle through. Our building program is one example of capturing competitive pricing currently for a long-term gain.

It's time to reflect, ponder the year closing and set goals for the next arriving. I am just one of many that would like to convey to our teams our collective appreciation for the way we keep responding to ongoing challenges. Our culture plays an increasingly greater part, as we hang onto all its virtues, inside an ever-expanding business here and around the world.

Our traditional Hams or Turkeys are intended to promote togetherness, as a special family meal at a time of appreciation, not just some seasonal gift or the equivalent. As we culturally diversify, we will learn to adapt but as with any aspects of our culture we should never lose sight of why it started or its intent.

We wish you all the best Christmas and New Year period possible.



New Zealand Forwarding – Carl George

Our half year period to the end of September has been a contrasting one compared to the same period last year. April proved to be a very disjointed month and really set the scene thus far as we now head into Christmas 2019.

The headline topic has been relatively flat sales trading throughout the network. Full sales pipelines, closing deals and “lose no customers” has been the war cry for all the teams, and we will continue to prospect right through to Christmas to ensure a positive start to 2020. Everyone in your branch is a sales person, everyone consumes, everyone knows someone who works somewhere where we do not move the freight; we should at all times be looking for opportunities to bring new customers on-board.

We have continued to work on our key performance indicators, and have shown improvement in loading errors, claims, delivery performance and cash collection which is very pleasing.

Improvement of our internal and customer-facing technologies are continually being developed and implemented. The Mainstreet platform for our Wharf business will go live in

May 2020, bringing to an end our old, trusty Maintrak product.

Stocktaking systems were rolled out earlier this year and have brought significant time savings and improved levels of accuracy to all branches, and the new Freman Web product for our customers is being rolled out as we go to print.

As we look for continued growth in the Transport business, it becomes even more important that we sell and look for opportunities across the wider business, taking the blinkers off and looking for Warehousing and Air & Ocean opportunities that will eventually see Transport opportunities present themselves.

Investment in specialist equipment to take advantage and be ready to pitch for new areas of business is slowly gaining momentum. Tipping trailers, chilled truck and trailers, crane trucks and tankers/bulk bladders are being positioned to take advantage of new market segments.

The business has seen ongoing network developments throughout the country gain momentum with three new start-ups due during 2020 – Whakatane, Levin and later West

Auckland. All of these will add to our wonderful network, provide better service outcomes for our customers, and create new career opportunities for our team.

To all the team who continue to front up every day, and provide our customers with ongoing exceptional Mainfreight service, congratulations! None of this would work without the support of all the families who hold everything together at home, thank you!

Things to ponder:

- **Quality** – measure, show improvement, go again! Never go backwards.
- **Sales** – no matter how busy we think we are, how small our depot is, every day we must be walking the streets in search of new customers.
- **People** – fill your branch with talented people, a proven ingredient for high performance.
- **MBWA** – a term thrashed about, but so true. It is amazing what you observe (or do not observe) by doing this. Make sure all your team take a walk with you.
- **Attitude** – starts in the carpark of your branch, every morning!

Have the best Christmas and New Year.

Claims Improvement Days

With a drive to improve claims performance throughout the business, the last of three Claims Improvement sessions has just been completed,

driven by Grant Smith and Shawn Morrow. All claims controllers were brought together to review current performance, discuss and share key

initiatives by branch, and re-set for continual improvement. A worthwhile initiative that is showing real progress throughout the network.



Shaun Morrow leads the Claims Improvement session



Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sep 2019	To Mar 2019	To Sep 2018	Branch	To Sep 2019	To Mar 2019	To Sep 2018
Oamaru	6439	0	0	2Home Auckland	11049	4144	3886
Gisborne	2518	0	0	Oamaru	6731	0	0
Chem Auckland	2331	1823	2146	Kaitaia	3428	0	0
MF Hamilton	1325	1095	1297	Gisborne	3056	0	0
New Plymouth	1259	1775	1458	Whanganui	2780	2907	3500
Invercargill	1104	1130	1440	Chem Auckland	2410	2571	1826
Masterton	1081	748	816	Ashburton	2264	1998	4200
Whangarei	1023	1107	753	New Plymouth	2112	1315	1212
Timaru	930	0	0	MF Hamilton	2102	1410	1627
Dunedin	892	781	886	Owens Auckland	2077	1130	1146
Mt Maunganui	890	703	862	DF Auckland	2050	1634	1154
Palmerston North	868	691	626	MF Christchurch	2049	1633	1203
DF Christchurch	845	794	819	Timaru	2031	0	0
Whanganui	768	686	849	Thames	1963	1479	946
MF Wellington	764	830	768	MF Wellington	1757	1015	877
Owens Christchurch	680	424	354	MF Auckland	1543	1593	1356
Kaitaia	677	0	0	Masterton	1481	1564	1357
Rotorua	666	731	921	Palmerston North	1325	671	585
Total Company	657	528	473	Total Company	1230	901	850
Napier	616	805	703	Napier	1229	813	744
MF Auckland	599	501	433	DF Christchurch	1214	1127	1622
Taupo	592	220	164	Mt Maunganui	1115	765	748
Thames	584	400	262	Owens Christchurch	958	443	485
2Home Christchurch	582	675	860	Taupo	955	1225	1505
DF Auckland	570	617	532	Greymouth	858	0	0
Cromwell	543	486	364	Dunedin	795	504	524
MF Christchurch	521	376	303	Rotorua	765	657	690
Greymouth	503	0	0	Invercargill	737	1009	981
Ashburton	502	626	423	2Home Christchurch	720	879	1288
2Home Auckland	485	831	1062	Whangarei	681	652	652
Blenheim	452	331	233	Cromwell	677	529	453
2Home Wellington	436	0	0	Blenheim	599	506	366
Owens Auckland	376	200	165	Nelson	458	335	322
Nelson	349	251	320	2Home Wellington	446	0	0

If your branch is below the Total Company number, then you are below average.
Make sure you and your team members work hard this year to be above this line.

Shawn and Frans Visit New Zealand

Over the last couple of months, we have been lucky enough to have hosted Frans Zuidgeest (GM Europe Transport) and Shawn Roach (GM USA Transport) on a true 'blue blood' experience. Gone were the white shirts, replaced by Mainfreight 'blues', and a comprehensive induction throughout the North and South Island branches, spending time loading, unloading, delivering freight with our owner drivers, experiencing time in the engine room of the business, and getting to know some of the great team members we have throughout the country.

In turn, the teams were able to attend presentations from Shawn and Frans at Driving Force meetings, finding out what actually goes on in the USA and Europe!

Frans got to sit in a 'real' truck, K200 Aerodyne Kenworth, and spent the rest of the time eating (bacon & egg pie) and on his last day a Kiwiburger (burger with an egg)!



Shawn Roach and Driving Force attendees



Frans Zuidgeest



Frans Zuidgeest and Renata Cihakova in the kitchen at Railway Lane

Specialisation Corner

The team around the country has been busy looking for new areas of opportunity to continue to grow revenue. Pictured are a few examples of initiatives underway throughout New Zealand.



Liquid resin loaded into rubber bladder bags; the resin is used in particle board manufacture Ken Brown 'Brownie' loading resin onto the truck in New Plymouth.



Danny Lidgett, our new Owner Driver based in Christchurch will run Christchurch to Cromwell each night. Danny has invested in new chiller equipment to allow us to develop back load opportunities from Central Otago.



The new Owens quad-axle tanker capable of 32,000 litres (4 x 8,000 litre compartments), dedicated Auckland to Wellington return



Glenn Lloyd Jones has put on this purpose-built Chemcouriers high productivity unit that will line-haul packaged chemicals between Christchurch and Invercargill each night.

The Mount Rises

Progress on our amazing new Mt Maunganui Transport branch is fast taking shape. Standing on the dock, it is certainly a monster, and with the new 'four-sided' dock design, it will showcase all the best features of previous facilities.



Commercial Vehicle Safety Team (CVST) Roadshow

Our commitment to 'get it right' was the catalyst behind more than 150 team members throughout the Waikato and Auckland branches attending weekend sessions with the CVST road enforcement officers, covering a range of topics including log books, vehicle weights, dangerous goods transportation, and load restraint.



New Zealand Warehousing – Mitch Gregor

80% of success is just showing up

If you want to be successful then show up, get to work early and show your team mates you want to be part of something special. Be present, live in the moment right now, and don't be in so much of a hurry that you miss the lessons right in front of you.

People that want to progress their careers stand out; they don't have to be obvious things, some of them are very small, but they add up, and trust me

they get noticed. It's often the things happening in the background, after hours or out of the way when no one is watching, that drive and dictate our success in business.

It might be your attitude, good manners, positivity, contributing to the team, your approach to health and safety, the way you wear your uniform, the extra effort you put in, going out of your way to learn new things, keeping your

workplace clean and tidy, staying to help your team mates when your job is done, delighting our customers and going that extra mile because it's the right thing to do.

The bigger this business gets, the more important the small stuff becomes.

Make the most of the opportunities in front of you ... show up!

Change of Name

Same business; different name... no longer Logistics. We are Warehousing!



A special thanks to everyone for your effort and contribution in recent months, especially with the seasonal pressures of peak season, and for helping us to provide the best possible service and quality to our customers.

We have made many improvements over the last year and are excited about what is ahead. Next year is already gearing up with new warehouses, some key new customers confirmed, more investment in

infrastructure and technology which will provide team members with great opportunities to learn new things and grow your careers.

It's important as we grow that we keep our approach to business simple.

And remember in our Warehousing business, we live and die by the accuracy and consistency of our inventory management, the cleanliness of our operations, picking and packing our orders on time and our ability to interact and communicate with our customers in a confident and professional manner.

Let's focus on finishing the calendar year by ensuring that we provide our customers the best possible service and start 2020 strong.

Some key things we are currently working on across our business:

- Completion of peak season – with our season already underway, it's important to ensure we deliver for our customers in quality and service and convert the financial rewards.
- Further intensification of our regional networks through investment in infrastructure; we have confirmed further investment already for several new warehouses in 2020/21.
- Sales growth – new business and stronger account management – we are working closely with our sales team to grow our pipeline. This includes the implementation of some key new business confirmed for early next year.
- Inbound freight into our warehouses – our team are working at branch level with Air & Ocean to identify targets in our strategy to convert inbound freight to our warehouses.

For any new business, this now forms part of our sales approach, and for existing business it is about conversion, which will be a key focus for us post-peak season. There are some real benefits for our customers here too.

- Helping our team to develop their skills, knowledge and awareness of our business to ensure career growth.
- Continued global engagement to drive the growth and quality of our Warehousing business across Australia, USA and Europe.
- Cost management (in line with sales growth) – with a particular effort on labour and overheads, our costs are a focus for all across the business. With rising property costs and market reviews in some of our key warehouses it's important for us to work with our customers to protect our margin and sustainability.

- Warehousing Training Modules – we have commenced with our 'hands on' training modules for our operational teams. So far modules covered include inwards and outwards.
- Succession Planning – developing our next Branch Managers for future growth and ensuring we have depth in our leadership across our business especially with new branches in the pipeline.
- Health and Safety – a continued focus on Health & Safety, an improved approach towards operational performance and our processes, walkways and segregation of pedestrians from forklifts. We have also been exploring the 'health' in health and safety for our team through education and awareness. A healthier team equates to a healthier Mainfreight.

Some simple goals as we look year ahead:

1. Have some fun! Laughter is contagious
2. To finish our financial year strong post-Christmas (Jan/Feb/March) with results which reflect our efforts in 2019/20
3. Continue to grow our sales pipeline and bring on new customers
4. Open new warehouses and strengthen our network
5. Career and leadership development of our people, providing greater opportunities for our team
6. Continued focus on account management and continuous improvement for our customers a simple approach to partnerships
7. Embracing productivity measures, quality focus and tools for improved efficiency, the benefits here are to better understand margin and returns
8. Driving a health and safety focus. Safety is always front of mind but let's consider our health too, mental health, physical health and our diet and exercise.
9. Training our people by providing greater opportunities to learn more about our processes, technology and systems– we have kicked this off in 2019 but the learning continues
10. Operationally improving our performance with further development of quality through technology, reengineering our processes and standardisation of our operations. This includes lifting our image, it's never clean enough!

Thank you to everyone in our Warehousing Team across New Zealand for your continued efforts, and the commitment you and your families make to ensure our business continues to achieve growth and success globally.

Merry Christmas to our Mainfreight Team and family across the globe.



August Branch Managers' Meeting – Christchurch

No it's not Harry Potter!
The Warehousing team decided to do a bus tour of our Christchurch branches and the city when we all got together recently for the BMs meeting, and that included taking in the sights with the local 'Wizard'.

Back row L-R: Jonathan Zwart, Jeremy Chin, Allan Lowe, Andrew Sesani, Kris Maddaford, Rhys Stunell, Travis Hari, Jeremy Williams, Ashleigh Tauai, Hamish Woods, Craig Baird

Front row L-R: Bharat Kesry, Clarke Hegan, Shailesh Bhuthadia, 'The Wizard', Brynley Riches, Daniel Sharma, Ben Hadley, Paul Claydon, Nilesch Bhuthadia



Boxing On

Owens Warehousing Auckland have decided to get fit together with group boxing classes. Led by Fete Leota our team are enjoying themselves and having some fun!



Back row L-R: Andrew Sesani, Mitch Gregor, Fete Leota, Rajiv Reddy, Konelio Leone, Rahul Gordhan, Florence Tino

Front row L-R: David Stein, Maninder Singh, Anthony Levao
Absent: Mateo Tino – can't handle the heat!

Warehousing Cromwell

Cromwell Branch on a perfect day – check out the snow in the background!



Store Team Appreciation Week – Warehousing Neales Road

We recently held an Appreciate Week across the business for our Store Team, and the Neales Road Warehousing Branch arranged car washes, barber visits, team table tennis competition, amongst other events. Our Store Teams across the business do an awesome job for our customers – well done!



Kris Maddaford and Shailesh Bhuthadia honing their car cleaning skills



Jarman Singh and Alex Chen having a beard trim and haircut



Ryan Eyre and Darius Mamea fighting it out in the table tennis final.



Mainfreight Warehousing Neales Road

Back row L-R: Evelyn Pak, Alex Chen, Alvin Vaisa, Darius Mamea, Ofa Vave, Yosef Kanon, Ryan Eyre, Luke Smart, Nirmal Singh
 Front row L-R: Ronit Arora, Raj Pal, Harley Jacobs, Musa Aqeel, Harman Singh, Parminder Singh, Sid Sipai, Rhys Stunell, Jarman Singh

Bring a Dog to Work Friday

Our Owens Warehousing Team in Christchurch came up with this idea in one of their PATs – to liven up the branch, each team member would have the opportunity to bring their best friend to work on a Friday (there are plenty of animal lovers in the branch).

Health and Animal Safety was paramount and the team and customers have really enjoyed the interaction!

And for those cat lovers out there, a wild kitten was located living close to branch, and was captured, tamed by the team and adopted by Skye.



Bex Hayward and Michael Jackson



Nikita Swarts and Tama-Jack



Emily Fowler with Lincoln



Skye Bogle-Cracknell and Kitty

Mainfreight Air & Ocean – Nic Kay

Our business operates at such a fast pace, in an ever-changing environment and industry, ensuring we all have action packed days ... that's why time flies, and we find ourselves at another Christmas and calendar year end.

It's a good time to reflect on the many experiences, challenges and learnings from the past 12 months. These are all outputs from an exciting business that continues to find growth and keeps us all developing as a team and business! We have a special business, which offers different opportunities, challenges, diversity and most importantly the chance to add value to our customers across our services and global network.

Our Air & Ocean business, in New Zealand and globally, continues to develop and grow its capabilities and footprint. As we keep building our service offering, it is very important that we understand the importance of the part we play in the global network, because the quality of the Mainfreight experience we give our customers here in New Zealand must reflect positively around the world and across all our services. The customer service levels and being easy to deal with for both customer and our global network are key objectives and will ensure our

strong reputation and brand continues to grow.

Our main centres have found positive momentum in larger markets to complement the growth we have experienced in the regions of New Zealand. Being closer and building strong local relationships with our customers, local authorities and the local community is very important to us all as we continue to grow our network in New Zealand.

We must ALL understand the role we play in sales growth and account management to build on the solid foundation we have established – we must now accelerate this to another level. The foundations we are laying now will ensure that we continue to keep growing as a team and business. I would like to thank you all embracing change and adapting so well, it has been great to see our teams rally together and keep moving forward.

We welcome new team members to our business this year – welcome to the Mainfreight family, we are all here to support and look forward to supporting your career and journey with Mainfreight:

- Maiane Cassanego (CaroTrans Auckland)

- Jonathan Feast (Hamilton)
- Colin Murchison (Christchurch Airfreight)
- Erika Mizusaki (Auckland Seafreight)
- Haree Waiti (Auckland Seafreight)
- Mark Cotterrell (Christchurch Airfreight)
- Sergio Serra (Auckland Airfreight)
- Christina Jones (Auckland Seafreight)
- Duane Tully (CaroTrans Auckland)
- Randy Yard (CaroTrans Auckland)
- Ben McNicoll (Auckland Seafreight)
- Kahlia Ranby (Auckland National Support)
- Tony Martin (Christchurch Airfreight)
- Lisa Haycock (Tauranga)
- Madison Hurworth (Napier)

As a collective team we must strive for improvement in the below three key objectives. If we can all make progress in each area below we will enhance our service offering to customers, our team, and global network, please make this a priority. Remember the part you play in the ensuring we have Quality + Culture = Profit.

My Mainfreight Career

- Set up mentoring programmes in the business
- Ongoing skill alignment/training – pathways specific to Air & Ocean
- Training register for every team member
- Recruitment/succession plans – only the best people that are promotable
- Challenge yourself every day!

Accelerate Momentum

- Sales growth – We must increase ACTIVITY levels and be out there hunting in the market!
- Everyone in the business is a sales person
- Cross-selling across the services
- Look for extension business with existing customers
- Increase margins by smart operational decisions and procurement
- Cost control

Think like a customer (always put yourself in the customer's shoes)

- Professional communication (phone/email etiquette, knowledge on the customer)
- Proactive communication – own the customer experience!
- Customer "FIRST" approach, Easy to Deal with as a business
- Customer on-boarding check list for all customers as they start with our service
- Structured account management plans, with multi-level relationships with customers – add value
- Everyone in our team influences the customer's perception – let's delight them!!

Team, thank you and your families for your support and encouragement you have provided. The dedication families and partners provide our business, is very much appreciated and sets us apart from the others!

Golden Bay Cement – Air & Ocean Whangarei

Back in June, Mainfreight A&O Whangarei was contracted by Golden Bay Cement to manage the movement of a 41-tonne gearbox from their Whangarei rock crushing plant, to Rockhampton in Queensland for regular servicing. Given the significant weight, it required cranes, overweight vehicles and a lot of coordination with ports at both ends. The movement is unique in the fact we were able to utilise the Northport service ex Whangarei, where only one commercial freight carrier calls, Swire Shipping direct to Brisbane.

Extra challenges presented around AQIS inspections, but with close coordination from Grant Carlson in Brisbane, we were able to pull it off seamlessly, resulting in a very happy customer. The gearbox is due to return to NZ early next year which will entail carting the gearbox from Rockhampton to Newcastle.



Store Team Appreciation Week CaroTrans CFS Auckland

The Auckland Sales team made an early start and cooked breakfast for the CaroTrans CFS Auckland team during the recent Store Team Appreciation Week.

The CaroTrans Auckland team utilised the wash bay at the CFS and washed the CFS team's cars, also providing coffees/hot chocolates and donuts to say thank you. Cars were washed, tyres blacked and parked back sparkling new.

A great morning for both branches with very little cost, just a bit of time and graft.



CaroTrans team cleaning Car washing crew



AJ Manduda blackening tyres



Coffee and Donuts - Kamyille Rodrigues and Mike Dunn

Duffy Books In Homes

Mark Glover recently attended the Duffy Books in Homes assembly at Waterview Primary School on behalf of Auckland Seafreight.

Amanda Gillies from TV3's AM Show attended, what a great ambassador for the children.



Blue September – Hamilton Branch

The Air & Ocean Hamilton team supported Blue September to raise awareness and fundraise for prostate cancer. Their efforts raised significant funds for the cause – with a multi-Friday (no hardship dressing in blue at Mainfreight!) and a morning tea consisting of blue goodies for a cold coin donation.

More than 6000 Kiwi men will lose their life to Prostate Cancer this year. That's fathers, brothers, sons and grandfathers. We are all one big Family at Mainfreight and we must do our part to support and protect our tāne.



Back L-R: Albertine Woodd, Jordan Cox, Bianca Burge, Madison Blank, Debbie Schollum, Krystella Crawford, Luke Metekingi, Jodi Vaughn
Front L-R: Olivia Clark, Jono Feast, Amber Woodward, Christina Dalgety, Kiran Sangha, Shaun Smith

Japan Day – CaroTrans Auckland

In support of our newest Mainfreight Branch in Asia, the CaroTrans Team dressed in Japanese theme, ate Sushi and drank... tea.

Fun day in the office as we celebrated the continued global growth of our business

Watch this space for Matadors, Fiesta and Sangria



Back Row L-R Kamyille Rodrigues, Lionel Fernandes, AJ Manduda, Josh Chellatamby, Henry Hawkins, Sharath Krishan, Nidheesh Gangadharan, Jack Murray
Front Row L-R Anu Malhotra, Kelly Chen, Ara Jeong, Lisa Pirangi, Pawinee Haw

Air China Million Dollar Customer Award – Auckland Airfreight

Mr Anderson Lin, Country Manager China Airlines, and Carmel Walsh Worldwide GSA representing China Airlines in New Zealand shouted the team lunch in the Westney Road facility



L-R Anderson Lin, Paul Riethmaier and Carmel Walsh

Fleetwood Mac Concert – Auckland Airfreight

On 10 September 2019, the Auckland Airfreight team were involved in ground handling operations of band equipment for Fleetwood Mac's spectacular 'Man of the World' tour. One freighter aircraft flew in carrying over 30 airline units of the band's gear. Between the hours of 8pm until 2am the following morning, dedicated Mainfreight trucks shuttled between Auckland International's airport terminal and our Westney Road facility to uplift all these units. Once in store, all these units were broken down and the band equipment loaded onto trucks for delivery to Auckland's Spark Arena.

Iki Vaka and Kura Kiria were Mainfreight's appointed project co-ordinators for the day and they oversaw operations throughout to ensure all went to plan. Planning was critical in accepting these volumes onto our Westney Road site and on the day, everything went remarkably well and the band's production crew were extremely delighted with Mainfreight's services rendered for this operation.





Scott Rice – Nelson

Scott has been appointed as Branch Manager of our Nelson A&O business to cover Megan Lockie, who is currently on maternity leave.

Scott has been part of the Mainfreight team for over nine years and in that time has gained a wealth of experience in the Wellington Air & Ocean branch. He brings a deep understanding of our culture and a valuable mix of people skills and operations experience that will assist the branch.

Tony Martin – Christchurch Seafreight

We are pleased to welcome Tony Martin who has transferred across from Owens Transport to lead the Seafreight team in Christchurch, taking over from Elaine Wong who has transferred to Mainfreight Air & Ocean New Jersey.

Tony brings leadership, sales and Mainfreight experience, having joined Mainfreight in 2007 with the store team at Owens Transport in Auckland. Tony quickly moved through various operations roles, then taking on customer facing roles in account management /sales, before moving into Sales and Branch Management roles, most recently at Owens Transport Christchurch in 2015, where his leadership has seen the business and team making great progress.

Tony has an infectious attitude, strong work ethic and a passion for our Mainfreight business, team and customers. We look forward to Tony stamping his mark, and building on the strong foundation that Elaine and team have built.



We would like to again acknowledge and thank Elaine for her tireless efforts, dedication and support for our business, both in Christchurch and nationally. Elaine has dedicated 19 years to our Christchurch Branch and has grown the team and business over this time. We wish Elaine the very best with her new challenge leading Mainfreight Air & Ocean New Jersey, and will be here to support her with the transition.

It's fantastic that we have our Branch Managers challenging themselves by moving across our services and countries, adding experience and skillsets to our ever-expanding global business.

Auckland Air & Ocean Celebrate Halloween

The really scary thing, is how much some of the team resemble their characters!



"Adams Family" L-R: Mark Glover, Tarryn Lanner, Steve Tooley, Daniel Plested, Annette Webb, Victoria Hardwood (hand), James Gatley, Amanda Pritchard, Mark Belfore



"Spice Girls" L-R: Jeremy Davis, Helen Healey, Christine Cullen, Matt Small



Mainfreight Asia – Cary Chung

In the last six months, our Asian operations have experienced some headwinds. External influences such as the on-going trade war between China / USA, Hong Kong airport being shut-down for multiple times and overall slowdown in imports and economy growth have all had an impact.

As a consequence, our six months financial results were slightly behind the previous year. On the positive side, we have invested in more team members, expanded into new countries and established additional branches, which all sets us on a positive track to expand our network, bring more talent into our business and get closer to our customers.

In October we celebrated the first birthday of our Kuala Lumpur branch in Malaysia, and as we write this newsletter, we are fitting out our second Malaysian branch in Penang, which is targeted to open by January 2020.

In addition to that, we have also added branches in Hanoi North Vietnam,

Fukuoka South Japan, Nagoya Western Japan and Osaka Eastern Japan. This means we now have 23 branches across 8 countries in Asia.

In most of the Asian countries / cities, the potential that lies inland, in more remote areas, is enormous and by having more branches / sales offices across Asia, it will allow us to be closer to the customers, take on more business opportunities and capture market share.

Growth

There is still a lot of work to be done to take our business to the next level. As of October, we now have a 430-strong team in Asia. Our goal is to have one-third of our team members in Asia, in commercial/sales roles.

We also need to provide more training to our support team on “Sales Pitch”, asking the right questions on the phone to capture sales opportunities and sharing them with field sales.

Lastly, closing all the gaps within our Top 1000 customers, to be trading with all of them in as many of our core

5 regions and 3 divisions remains top priority for every single one of us. We encourage our team in other regions to come on joint visits within Asia (and vice versa) in order to have the Push / Pull effect.

Team, Product & Trade Developments

Our culture, team, points of difference, being close to the customers and decisions made at the dock remains the core values which define who we are. It is very different and new to a lot of Asian customers, who see this as a real value and define the ability to be their long-term partner. We must not let go and dilute this as we grow. Therefore, providing training to our team is critical, and sending our team to the “motherland” so they can live and breathe the Mainfreight way in Kiwi land is extremely critical!

Team, once again, I would like to thank every single one of you for all your continuous support and dedication to our business, and making this year a remarkable one!

Mainfreight Asia team wishes our Brothers and Sisters around the world a Merry Christmas and a Happy New Year!

Don visits Southeast Asia & Japan

Our Asian team welcomed Don Braid, our visitor from across the globe, in true Mainfreight style as he visited our branches across Japan, Malaysia, Vietnam and Thailand in late September. We learned a lot about the business and where we are heading. It was a great pleasure for the team to meet with Don.



L-R: Jin Ang, Jacelyn Lee, Jence Tan, Ian Liang, Jac Yap, Terence Lim, Don Braid, Vanessa Ng, Grace Chew, Thomson Teoh, Lee WK, Cary Chung



L-R Row 1: Sommai Trakarnrung, Wiwat Chamniankool
 L-R Row 2: Saowanee Chaiparinya, Napassorn Mamaethong, Sukanya Boonrueng, Chatchawan Channim, Jinjuta Woranit, Pattamanun Anuchitnanon, Narirat Koksanthia, Patcharin Jakarathorn, Salintip Lakananuwat, Jinatta Moomboon, Jidapa Saeyab, Krissana Sangpao,
 L-R Row 3: Cary Chung, Don Braid, Pathumporn Klinkaewpa, Suttapa Rojanaporn, Virongrong Sangkaew, Withanya Ceetantivech, Nawarat Chalitapanukul, Peeyaporn Puangkheaw, Wuttichai Intarasil, Supang Somboonkusolsil
 L-R Row 4: Narong Sae-lew, Kasidit Sarapanwong

Asia Branch Manager Meeting & Trip

Our Asia Branch Manager meeting was held in September where our Branch Managers joined together for lots of informative discussion and team building events. It was a successful business trip, identifying action plans for improved performance in the second half of the year.



Visit to Fukuoka Office, Japan



1st row L-R: Michelle Yip, Stanley Su, Chloe Wu, Sunny Sun, Vicky Zhao, Joan Ji, Tina Chen
 2nd row L-R: Vincent Lee, Ben Chen, Sage Chang, Cary Chung, Clement Chong, Gary Lau, Franky Lui, Doreen Ng, Jin Ang
 3rd row L-R: Nil Lam, Elton Poon, Richard Nguyen, Peter Koo, Billy Zhang, Rui Kawasaki, Withanya Ceetantivech

Mainfreight Shanghai – contributed by Joan Ji

Excellent customs broker award of the year 2018

We are pleased to share with you that Mainfreight Shanghai received the excellent custom broker award for 2018 from SCBA. Mainfreight Shanghai customs broker team was set up just 4 years ago and this is the 2nd year we won this award. We have four team members in our Customs department led by Apple Zhu to keep providing great service to seafreight export & import customer from both Mainfreight & CaroTrans. With this award, we can keep customs inspections to a minimum because of our superb record is recognized by Custom. In the past year, our customs team successfully helped the sales team develop F&B imports.



L-R: Yuki Xu, Apple Zhu, Joan Ji, Eric Sun, Penny Tang

A word from Shanghai Seafreight team

Over the last six months, our team has kept solid performance with sustained increase. Integration with the team structure, including the implementation "Promote from within", has greatly inspired the team. We are also very proactive in market activities, such as the new vessel launching ceremony hosted by shipping lines, the welcome ceremony of the New Zealand team in the Men's Basketball World Cup and so on. It's always a great opportunity to show our team to the outside.

We will maintain a high level of enthusiasm to achieve more success in Mainfreight family.



1st Row L-R: Enali Wu, Caroline Ding, Echo Mao, Wintour Yan
 2nd Row L-R: Terry Jiang, Zoey Zhou, Kimi Zhang, Leo Cai, Anny Liu, Joanna Fan, Lydia Jin, Mary Jiang, Tom Liu, Onew Zhang
 3rd Row L-R: Andy Liu, Eddy Yao, Vincent Zou

Shanghai to Sydney Air Consol Product

In order to improve the competitive edge and variety of our products, we launched a weekly air consol service from Shanghai to Sydney in June 2019. This service is guaranteed with the annual fixed rate and allotment with Saturday departure from Shanghai and Sunday arrival to Sydney. The launch of this reliable service will definitely benefit our valued customers. We are always on the way to explore different attractive products and show our strong ability.

If you want to know more about this service, please contact our Shanghai team.



2019 Keqiao Int'l Textile Expo (Autumn) – Mainfreight Ningbo Team

Golden Autumn is coming! Our Ningbo sales team keep going out to find more business opportunity, to attend the specific vertical – textile/garment/fashion in Shaoxing of Zhejiang Province.

Keqiao of Shaoxing county has the largest textile center in Asia - China

Textile City. There are nearly 10,000 textile manufacturing enterprises and nearly 5,500 resident overseas purchasers. It's on the south bank of Hangzhou Bay, is located in the "South Golden Wing" of Yangtze River Delta which is the thickest populated area with the fastest development and strongest social purchasing power in

China. It is only 20km away from Hangzhou Xiaoshan International Airport, 230km away from Shanghai Pudong International Airport, and 150km away from Ningbo Port. It's good for our sales team to develop both airfreight and ocean freight from that area.



Efforts = Achievements = Rex Gao – contributed by Vicki Zhao

We'd like to share an amazing case with you, demonstrating how big effort is proportional to success.

At 17:57 of 2 Aug (Friday), 2019, after we have been duty off for the weekend, Rex Gao, Mainfreight Qingdao Air Customer Service, received an email from the Houston, US branch advising 28-ton cargo was demanding to be shipped by air at once. Under a situation where all airlines were off duty, Rex took only four hours to send out full costs and solutions. But there were some changes and questions from the consignee, Rex afforded professional services with full patience attending to the consignee's variable requests. Calls with Houston team members Mariana Obeso and Blanca Holliday, 27 emails in & out between CN and US since the evening of Friday until the early

morning of Saturday. Rex also made lots of phone calls with Shipper, Peter Koo (Asia RST), Kelvin and Frank (Shanghai Mainfreight), local agents. Rex stayed up the whole night providing different solutions and quick feedback to the US team to talk with consignee. Finally, we got a confirmation on the morning of Saturday, we gain this big and urgent business.

We picked up the cargo with 28,276KGS / 118.403CBM on Saturday once we got confirmation, palleted at soon as possible, and then sent it to Shanghai overnight. All cargo aired from Shanghai in the following 4 days with all team's efforts.

This is a wonderful example of teamwork! Thanks for all!



We believe that Mainfreight will be stronger and stronger since we have such an amazing team and we have so many smart & professional team members! Their attitude and contribution to business encourage us to go on together!

Team building of Mainfreight Tianjin & Beijing

Our Tianjin & Beijing China teams spent time together for an Inner Mongolia horse riding tour last month. With limited horseback riding experience, it was very exciting to try new outdoor activities as a team and gather around a campfire afterwards



L-R: Jason Jiang, Sage Chang, Wendy Tian, Jade Sun, William Wei, Catherine Xie, Carol Chen, Tracy Xu, Zoom Sun, Abby Liu, David Hu, Jenny Niu

Update – Mainline Singapore

Our new Branch Manager, Doreen Ng, is on board in Singapore. Doreen started her career in sales & marketing before moving to groupage consolidations, key account management, customer service, operations for air & ocean, regional ocean procurements, and ocean development. In addition to all that, she is also very experienced with Cargowise.

She passionately pursues excellence in her work and enjoys being presented with challenging opportunities. She hopes to continue growing and learning in her career and to is looking forward to contributing to the big family of Mainfreight.

Introducing the brand new team in Singapore. Every one of them comes from a different background, but all believe that trust, teamwork, communication and respect are the keys to effective working relationships. We have similar goal – to make Singapore branch successful. The Singapore team is ready to handle all kind of shipments as we strive for operational excellence.

The Singapore team has started to handle fast-moving consumer goods which import regularly from China to Singapore and recently we were also given new lanes to ship.

Besides handling shipments in & out of Singapore, we also handle in and out to Batam.



Front L-R: Renee Tan, Elaine Chan, Rita Hasani, Doreen Ng, Jennifer Kong, Sunny Tay Back L-R: Ken Cheng, Adrian He, Kelly Chua, Derrick Low, Alvin Lim, Jason Chua, Ronn Sng

As many do not know, Batam is the largest city in the province of Riau Islands, Indonesia. There are daily feeder services ex Singapore to Batam and vice versa, and Ronn Sng, our Business Development Manager, specialises in project cargoes and ship spares cargo movement to and from Batam. So any enquiries, Mainline Singapore will be here to help you.

The Singapore team hopes to also attract perishables importers & exporters and we are working closely with our partners to create competitive rates to offer. We are also targeting on building our own FAK boxes out of Singapore to Southeast Asia, we have started to analyse our existing transshipment loads and are also working with our sales team to sell competitively to make this happen.



Our team enjoyed giving away mooncakes to our customers during the Mooncake Festival in September 2019. We have purposely chosen Blue Mooncake box because it is our Mainfreight colour.

A Charity Event for Mainfreight Thailand

Mainfreight Thailand organized a charity event at the Mercy Center in Khlong Toei community on 7 September 2019. We would like to give something in return to the community.

Mercy Centre is a shelter for street kids, five orphanages, a hospice, a home for mothers and children with HIV/AIDS, a 400-pupil kindergarten, a community meeting place, and a serene haven in the slums with small gardens and playgrounds. Originally built on a former Buddhist Temple site on port authority property, Mercy Centre has stood in some shape for nearly 40 years. In 2000, it was rebuilt through a generous gift to accommodate our expanding services to orphans, street children, and children with HIV/AIDS.

On that day, we prepared noodles, fruits, desserts and beverage to serve children and also donated to Mercy Centre. Apart from that, children have their own band to make some fun



Front L-R: Nawarat Chalitapanukul, Pattamanun Anuchitnanon, Napassorn Mamaethong, Narirat Koksanthia
 Middle L-R: Jinjuta Woranit, Jinatta Moomboon, Saowanee Chaiparinya, Patcharin Jakarathorn, Peeyaporn Puangkheaw, Pathumporn Klinkaewpa, Suttapa Rojanaporn, Virongrong Sangkaew, Chatchawan Channim, Sukanya Boonrueng, Salintip Lakananuwat, Krissana Sangpao, Jidapa Saeyab
 Back L-R: Narong Sae-lew, Kasidit Sarapanwong, Withanya Ceetantivech, Sommai Trakarnrung, Wiwat Chamniankool

when there are any visitor and of course, our team joined them. Some

of our team brought used clothes, books and toys for the children too.

CaroTrans Greater China – Elton Poon

Our greatest challenge is growing good people fast enough, to nurture more people, simply to keep up with growth. Experience, knowledge, and opportunity will not arrive at one's feet, every inspired person must be hungry to hunt it out, and rewards often follow.

If we all take responsibility for delighting our customers as a team, our sales, customer service, operation people make sure to handled quickly and professionally for a job well done, no competitor, no matter how big, or rich, has a chance against us.

A new direct service from Hong Kong to Vancouver in Canada and Ho Chi Minh & Haiphong in Vietnam has launched in the market.

Things to do better:

- The only way to keep ahead of our competitors is by the superior performance of our people.
- Make it your business to make sure we give a great service to the customers, do something exceptional for one of them.
- Communication and teamwork are key to our success.
- Change something for the better every day. Make it a goal, no matter how small or how big, and get everyone participating. A lot of small rocks quickly builds a mountain.

Asia Solution team – Target and Regional training

To support our commercial activities and business development better, technology solution selling is getting more important now in Asia. The key purpose is to align business needs and system capability. In addition, we target to train up our team to be able to sell a comprehensive supply chain solution to customers.

The November training focused on Power BI usage, technology selling skills and showcasing Mainfreight, and proved to be a good chance for us to gather our key team members from branches to talk through our suggestions and obstacles together.



Railway Training Programme – Mainfreight China

In May 2011, a rail route was opened between Chongqing and Duisburg in Germany, marking the start of the China-Europe cargo train service. Boosted by the Belt and Road construction, the international train service has been expanding fast over the past eight years. A total of 48 Chinese cities have launched 65 freight train routes, reaching 14 countries and more than 40 cities in Europe in 2018. Over 13,000 trips have been conducted by the China-Europe trains as of March.

Alongside air and sea freight, now rail becomes an increasingly attractive way of sending goods between China and Europe. With the development of our Europe-Asia trade lane, along with rail promotion by China government, this year we build our rail training programme. The first railway training was completed in Shanghai branch.



Front L-R: Ian Zhao, Kristy Wei, Cici Wang, Oasis Zhao, Monique Zhu, Jenny Shui, Joyce Li, Steven Wang
 Back L-R: Bruce Han, Kelvin Guo, Nick Jin, Clark Bu, Daisy Li, Sweenty Ding, Una Xu, Terry Jiang, Apple Zhu, Aaron Wu, Kathy Zhao, Michael Xu, Daniel Zhou, Caroline Ding

We invited three experienced team from one of our rail service providers for this training course, which includes topics of:

- General introduction/History/ Market information
- Selling point/Cost structure
- Case study/Trouble case sharing/ Points need special attention

Around 20 team members from Shanghai office including sales, ocean, imports and other departments

attended, together with a couple of the regional team. The purpose of doing this is for our team to understand more about this new product, then get the idea of how to sell it.

So far, we've received some great feedback from the team. And we will carry on this training to other related branches in the following month, helping our sales/commercial team to build more confidence selling rail, and bring back sustainable businesses.

Sales Induction Training & PSS Training by Billy Zhang

The latest Asia sales induction training was successfully organized in Hong Kong on 3 & 4 June 2019. We gathered 14 new sales team members from 11 branches in Asia including the sales team members from our newly established branches, Malaysia and Japan. In the 2 days of training, we designed a workshop that explained in detail about the 3 Pillars combined with a Q&A session which gave the new team an opportunity to proactively think about our special culture and philosophy. The experience sharing from the senior commercial people who grew up with the company really inspired our fresh blood to better understand what “Mainfreight Blue Blood” people are thinking and doing.

We are very happy to announce the completion of the first Professional Sales Skill (PSS) training successfully completed in Asia on 4 & 5 Jul in Hong Kong. 18 team members in Asia participated in PSS training, including the Regional Commercial teams and selected Branch Managers. The combination of group discussion, workshop, case analysis, and role-play during the PSS training brought us a deeper understanding on how to open



L-R front: Cecile Yu, Jence Tan, Vicky Chen, Gary Wang, Pathumporn Klinkaewpa (Prem), Pattamanun Anuchitnanon (Joy), Billy Zhang, Thomson Teoh, Wilson Chen, Jerry Chan, Yohei Negishi
 L-R back: Cici Wang, Penny Zhou, William Lai, Jacky Lam, Ronn Sng, Clarence Cheng, Sommai Trakarnrung (Lek), Christopher Cai, Adrian He



Table 1 (Front-Left): Wilson Chen, Jin Ang, Jerry Chan, Joan Ji
 Table 2 (Front Right): Jacky Lam, Sunny Sun, Tina Chen, Peter Koo
 Table 3 (Front Left): Cici Wang, Ben Chen, Vicky Zhao, Elly Fung, Sage Chang
 Table 4 (Back Left): Michelle Yip, Gary Lau, Stanley Su, Elton Poon

a conversation, explore the customer's needs and the needs behind the needs, and properly communicate with customer without creating a negative

environment, then get agreements for the next steps, etc... Another essential lesson learned were methods and skills used to speak with

customers in order to lead them to tell us the needs behind needs and what they actually expect, this definitely inspire us greatly.

Japan Fire Drill

As you all know, we completely promoted Japan together in the last two weeks of September. We would like to thank all of our MAINFREIGHT team that contributed to this wonderful promotion.



Career Fair – City University of Hong Kong

After participating in Poly University in March 2019, it was our pleasure to be invited to join City University's Career Fair on 25th Sept 2019. This is the 2nd University in Hong Kong that we participated in the career fair. Poly U in QS World University ranking 2020 is 52th. This is a good chance to see students' need and thought, and share Mainfreight culture to some students.



L-R: Nichi Zhui, Jerry Chan, Michelle Yip

Technology – Kevin Drinkwater

CaroTrans 20-year Anniversary – Hats off to those that move for Mainfreight!

With April marking the 20th anniversary of Mainfreight acquiring CaroTrans, July 2019 marked the 20th anniversary of my family's arrival in New Jersey at the start of our twoyear stint with CaroTrans in the USA. Although Sandra and I had previously travelled extensively in the USA, those experiences turned out to be totally different to what it was like to actually live in the USA. To say it was a shock would be an understatement as we, and our three elementary/ primary school boys, were about to undergo a life changing experience – most of it for the better, but it sure took a lot of getting used to.

Just navigating around in our city/ township was difficult – we were told lots of places were just down the road, but we soon found out that down the

road can be a long and convoluted way. These were the pre-GPS navigation days so there were many mistakes, and quite a bit of cursing on my part, as we didn't have any automatic route correction when we took the wrong exit or just got completely lost. In fact, I knew only one way to get the 35 miles to work. It could be extremely frustrating and that's before you add in the traffic factor.

Despite that we are all the better for the two years based in Middletown, New Jersey. It has had long-term repercussions, as that experience has led to all our boys returning to the USA to live as soon as they possibly could. They subsequently found that the USA is a lot different as an adult – living there can be difficult!

Reflecting on our 20th anniversary, of being posted to the USA, it made me think of all of you that have followed in our footsteps – not only those of you that have moved to the USA, but other countries as well, on behalf of Mainfreight. Some of you have moved away single and become attached, and some have gone as couples and started your family or added children while offshore. Only those of us that have done this, on behalf of Mainfreight, will know what it really takes to leave your families and start a new life somewhere completely different.

I take my hat off to all of you and your families with you and at home. Your lives will be enriched forever!

CaroTrack the System – 20th anniversary of CaroTrack and FSI

November marked the 20th anniversary of CaroTrack, CaroTrans's operational system. It was a system born of instant necessity. When I arrived at CaroTrans in 1999 we found the business to be in much worse financial shape than expected. To compound the situation CaroTrans's existing computer system was antiquated. The previous owners had a plan to replace it with a new operational and accounting system, which seemed a good plan until the company providing the system went bankrupt shortly before I arrived. So what was supposed to be a package system install soon became an emergency system creation. To make matters worse we only had until the end of 1999, as Y2K was looming and the old system was not capable of rolling over a decade, let alone the millennium.

We were extremely fortunate to be able to pick up some very talented individuals to build us the new system.



FSI and CaroTrans team celebrate 20 years

L-R: Scott Nolen*, Chad Alexander, Craig Stukey, Zachary Shuford, Josh Okon, Robbie Rothrock, Zack Godwin*, Kevin Drinkwater*, Gil Lohr*, Dale Hamrick*, Jim Kennon, Joe Dobbins, Jim (Harley) Davidson, Mitch Royster (absent) *Original 1999 team

Scott Nolen and Dale Hamrick set up FSI, a software development company, specifically to undertake the project and brought along Gil Lohr and Zack Godwin for the wild ride to have the new system operational before the year-end. We set a target of mid-November and achieved it when we went live on November 17, 1999!

A testament to CaroTrack is the fact that today's updated version is built utilising the same underlying structure and functional designs of the

operational system that was in place 20 years ago.

Further testament to the value of the system is that CaroTrans has gone on to produce over US\$100 million of profit for the Mainfreight Group over the last twenty years.

A huge thank you to the FSI team for giving us that great start and supporting us over the last 20 years.

Sandfield Associates – 30-year Partnership Celebrated

We have been extremely fortunate to have a 30-year partnership with Sandfield. I met the two founders, Bruce Copeland and Colin Ure in 1989 to determine if their company could build a very important system for us. I was impressed enough to ask them to build what would become our most important system, REALITY, our original freight tracking system, and the foundation for the Mainstreet System we use today. They increased the size of their company to three, by adding Brent Tyler-Davies. Brent started developing from our specifications in late 1989 and we went live in June 1990.

REALITY blew our competitors and customers away, and brought in a new

age of real-time freight tracking, as opposed to the several days it had previously taken to track freight.

Since 1989 we have developed many more systems with Sandfield, such as Maintrak, Mainstreet, MIMS, OnIssue and we also use many of their own software packages such as OnAccount, and CrossFire. We have implemented many of these systems worldwide.

They have been and continue to be an integral part of our business.

We thank Bruce and his team for the immense value they have provided Mainfreight in the last 30 years – enabling us to achieve so much more as a business.



L-R: Colin Ure, Bruce Copeland and Brent Tyler-Davies.

Continued Innovation

Your IT teams and the business have continued to innovate throughout this year and you will read more from them below. Of key importance to us has been the successful GoLive in July, of our completely rebuilt Freman software. Our move to a global reporting database, in the cloud, will allow us to provide a much more efficient way to report, and predict, on what the business and customers are and will be doing globally.

And while you were sleeping, our teams across the world have performed an amazing job of upgrading the vast majority of our 100's of servers (they run all our main systems) to an updated and more secure Microsoft Windows operating system, without causing any disruption to the business – an achievement they should be rightly proud of.

Christmas and New Year Wishes

It happens every year so it should be no surprise by now – the calendar year disappears quicker as each year goes by. It probably has a lot to do with the speed and growth of our business, translated into large increases in revenue and our branch footprint across the globe. It has never been a more exciting time to be part of the Mainfreight team as we continue to pursue our 100-year vision.

To our IT teams and their families – thank you for all that you have done during the year, especially where you have worked nights and weekends to upgrade or maintain our systems to minimise disruption to the business.

I hope you can make the most of the downtime during the end of year celebrations.

Thank you for everything you have done!

Merry Christmas and Happy New Year!

Mainfreight Intel – Working with Data – John Eshuis

Our ability to share data/information with our customers about their supply chain has not always been that easy, especially where customers trade across regions and divisions.

Introducing : Maintel

The objective of Maintel is to produce secure, fast and accurate information to you and our customers across the entire Mainfreight business – and present it in a way that provides insight, through PowerBI.

We are working on this by consolidating data from all our operational systems (Mainstreet,



MIMS, Mainmove, JDA, Cargowise etc) into one location – Microsoft's Azure Cloud environment - and then using tools like PowerBI (below) to create dashboards that provide intel!

Mainfreight Air & Ocean is leading the way in this initiative. Graham Robinson (Business Solutions AU) has been the mastermind behind extracting the

complex Cargowise data into a model that is now able to be 'consumed' by the Air & Ocean sales team for customer quarterly business review meetings. Our development partner, Theta, has built the foundation that can support that data model. Yi He (NZ Supply Chain team) has been able to use that data to create some amazing looking dashboards

The Air & Ocean sales team are using this tool today with their customers.

Our Region/Country managers are supporting the investment required to get the rest of the applications on board – so phase 2 (bringing in other systems data like Mainstreet, MIMS etc) is about to begin!

Ask your Air & Ocean sales team show you what is possible! It's only the beginning of our Data Analytics capabilities – but already the possibilities are exciting.



Mainstreet Wharf – Good Progress to 2020 Rollout

Following on from the successful Mainstreet rollouts for the New Zealand and Australian Transport businesses in 2017/18, the next step for us is adding another key module to Mainstreet – 'Mainstreet Wharf'.

This will bring the remainder of our Transport branches onto the same platform and will provide a number of advantages for the teams involved. Excitement is building and the GoLive is eagerly anticipated for May in New Zealand and June in Australia.

The development process has been a close collaboration with the

Port Operations teams in both countries. The response to what we have produced to date has been overwhelmingly positive.

Big ticket items such as:

- A holding tab where up and coming jobs are viewable for planning purposes while waiting for Port or Customer availability notifications
- The ability to see at a glance which customers still have outstanding containers on their site via the de-hire tab. This allows our teams to proactively assist our customers

with potential detention charges the customer may incur

- Quick and simple filtering for dispatch jobs to aid in managing different areas together in an attempt to maximise truck full running times.

Flowing down to what seems to be simple smaller features like seeing the shipping line on screens (who knew this would raise so much excitement) – all of these have built excitement in the teams and given them a sense ownership of the system.

Mainmove Europe – Preparing to GoLive – Rob Verheijen

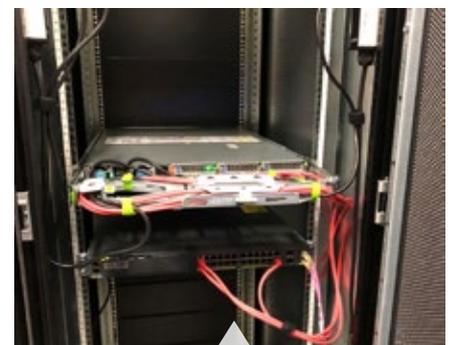
The introduction of Mainmove in Belgium is now expected to be January 2020, with the delay due to some issues beyond our control, but allowing us to be more prepared and able to integrate more functionality.

Teams are preparing from different angles for the GoLive:

- First, we bought capacity to support the growth of 30% more team members that will be using the system. The two appliances will be located in one of our own data centres and one at a third party data centre. This provider has state-of-the-art equipment to overcome incidents like network and power outages. In this way, we reduce the risks of an outage to the business. The two new servers are also much more equipped and specially designed for this kind of application technology. Having multiple processors, a bunch of memory and high end hard drives gives us the performance to support a better user experience of Mainmove but also mitigating the risk of performance degradation whilst going live.
- Second, preparing for anything that could go wrong IT and business

operationally-wise during the migration to Mainmove, we tackle risks through a Lean Six Sigma analysis method called Failure Mode and Effect Analysis. The teams work on documenting anything that may go wrong as being a risk, then we rank them, and we create mitigation actions to those risks with an owner responsible for the mitigation. In this way we want to close as much as possible risks for going live successfully.

- Third, the decision was made to start with our new Tilburg, NL branch 100% on Mainmove and it went live in October. In some areas, this branch uses functionality built for Belgium, but on a smaller scale. The result is that we reduce risk and improve functionalities using a real life pilot instead of only based on test data.
- Fourth, we're using the additional time to remedy some of the known issues that were not deemed critical for a go-live, but are nonetheless important to ensure an efficient operation in the long term and remove some of the temporary work-arounds that were put in place.



Oracle Database Appliance racked in the cloud

- And finally, yet importantly, extra training sessions have been planned to ensure Belgium team members are as ready as they can be for this big change and make sure that the transition for our customers will be as smooth as possible.

Although the main focus during the past months have been on the go-live of Belgium (Zwijnaarde), the team has also put effort in the preparation of the implementation of the next branches. In August we organized a kick-off meeting in the second Belgium branch, Genk, where we presented the team the general topics of the implementation so that they already could gather information for the basic setup. The kick-off meeting for Poland has also been scheduled already.

Group Training & Development – Martin Devereux

Merry Christmas, Feliz Navidad, Happy Hannukkah, Joyeux Noël and Meri Kurisumasu are just a few different greetings exchanged between our team members across the impending holiday season. These greetings also serve to highlight the many different regions, cultures and religions that are interwoven throughout the Mainfreight global fabric.

2019 has seen a number of significant milestones for our business. Mainfreight Australia turned 30 and Mainfreight USA turned 12. Our Auckland Transport branch turned 41 and our team in Hong Kong celebrated their 21st birthday. At the other end of the spectrum we saw new branches open in Hamburg, Seattle, Salt Lake City and in many locations across Australia and New Zealand. These milestones are by no means exhaustive but they paint a picture for the breadth of our global network and team. They also serve to demonstrate the differences we face each day working in either an established mature branch as compared to one yet to celebrate its first full year result.

It is this spectrum which we think about when we talk about the strength and value of our global

'Mainfreight culture'. At times when we discuss our culture, we point to the '3 Pillars' posters on the wall which may have been recently hung or have been on the wall for decades. In reality, the culture is not the '3 Pillars' poster nor is it a picture of geese flying in perfect formation. The culture we live and breathe every day is all around us and embodied in our actions, our words and our decision making. A culture which charges each of us as individuals with the responsibility to make our business a better place today than it was yesterday. A culture which expects our contributions as a business to not only delight customers and shareholders but also our communities and social organisations. A culture which allows 8,500+ team from a multitude of backgrounds to proudly call themselves Mainfreighters.

Our training teams work incredibly hard to deliver world class training at our training centres, but also at a branch level where they can work alongside you to help you better delight your team mates and customers. The most critical course we facilitate is an Induction Course. Whilst many may think this is where you learn all you need to know about how to do your job, the best place to

learn that is in your branch. The key objective we are wanting to deliver on in an Induction course is ensuring you understand and 'connect' with our values, our culture and our unique way of getting things done. It also serves as an opportunity to meet other Mainfreighters from around the network, to learn about other branch environments and other aspects of our supply chain. It is our opportunity to help you connect the dots and get a clearer understanding of our 'why'.

Outside of 'training', our teams also take responsibility for an enormous scope of work ranging from quality audits to health and safety projects. From raising our profile as a genuine workplace to foster a career, through to educating our customers on what we do and why we do it. On any given day you might find our team working alongside you raising their own awareness of how work is being performed, or working alongside you making sure our customers have a true Mainfreight experience.

At the heart of all our interactions is an eagerness and desire to help you and your branch. The following snapshots of our team's contributions showcases what an amazing team we have supporting our branch network across the globe. Thanks team!

Manurewa High School Passport to Employment 2020

In 2020, eighteen Year 13 students will be going through induction training, learning the operations and our Mainfreight culture and business

before spending two days a week in our Warehousing and Transport branches. We hope to be able to give these students real life work

experience, prepare them for their next step out of education and introduce them the Mainfreight family.



Manurewa High School Students – Sonia, Reagan, Kaya, Jammie, Justyce, Levi, J'me-Li, Denise, Ambure, Lafina, Ilaisaane, Tommy, Brodie, Brandon, Larenz, Kayla, Whatia



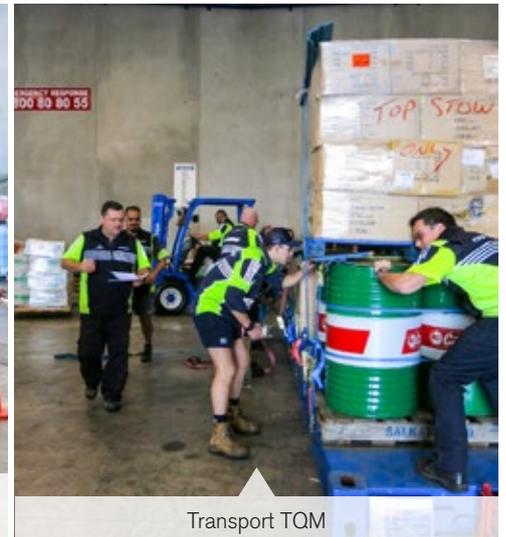
Our team presenting to Manurewa High School: Beau Birtwistle, Charlotte Colson, Chris Vaiangina



Kirsty Michell and Alexia van der Zanden helping out with silly season deliveries



Assisting with operational training for both Transport and also Warehousing NZ Warehousing Module Training – Auckland Warehousing Branches



Transport TOM

Australia



Cindy Page BM Sydney Transport, getting her driving hours up with a driver instructor in order to get her heavy vehicle licence as part of the Females in Transport initiative.



High School Visit Epping – Val Teles Epping Warehousing BM, hosting a tour of local high school students learning about careers with MFT

Americas



USA AO Induction – Traditional morning activity on the Induction course.

Back Row L-R: Ivan Garcia, Matt Shatswell, Jordan Karnes, Cameron Bemis, Brian Gallagher, Erick Stockl, Jillian Darrow, Daniel Kinoshita.
 Front Row L-R: Anna Pazynich, Sara Bennis, Kim Nguyen, Sara Gravely, James McWilliam, Michelle Morales.



Cary Chung in LA: Cary speaking with a group of aspiring Branch Managers.

Europe



Mainfreight Way Romania Certificates

Alexandru Carbunescu, Lucian Mazare, Alexandru Panait, Adrian Stoian, Liviu Culea, Rodica Beju, Ana Maria Cretu, Adrian Stanila, Gabriela Paun, Dan Bucurescu



Apples in Europe – left, Kendra Carijn and right, Kathy De Wispelaere



Bereavements

Trista Jones, Mainfreight Warehousing Dallas

Early in November we lost a special team member, Trista Jones.

Trista was a bright young woman who was always smiling and laughing in the branch, a positive energy that often lifted the spirits of team members around her.

Trista will for sure be missed by the team and her son Tristen who also works in the Dallas branch. Trista always put her best foot forward for everyone around her – a good person, doing good things for the community and her family.



Herman Jolink, Mainfreight Transport 's-Heerenberg

On Sunday evening 18th August 2019, Herman Jolink passed away at the age of 59, after fighting a battle with severe illness.

Herman had been with us since 2000 as a truck driver. He was a specialist in the region Amersfoort/ Baarn in The Netherlands. He worked very hard and was satisfied with simple things. He will be greatly missed by the team.

Herman also loved to be around animals and was a very dedicated trainer of dogs, winning many prizes in competitions throughout Europe.



Bernard Hoani, external supplier to Mainfreight

'Bern' as he was known to our team, passed away after a long battle with a very rare form of polymyositis – an autoimmune disease, aged 42. He was a loyal support partner of Mainfreight for over 10 years. Many of our IT Team in New Zealand, Australia, United States and Asia had worked with Bern and his team and those who knew him well, knew he would be there to help in any way, any time of day or night, no matter what. He was always there to take our call.

Our thoughts are with Bern's family, wife Rebecca and 4 children Briley (21), Tipene (18), Tawhi (4) and Piki Huia (9 months).



SERVICE ACHIEVEMENTS

The following members of our team have celebrated, or will shortly celebrate, 20 years or more with us:

Peter Webster	50 years	Mainfreight IT Team Auckland
Gary Atkins	40 years	Mainfreight Air & Ocean Melrose Drive
Michel Engel	40 years	Mainfreight Europe
Geert Eummelen	40 years	Mainfreight Warehousing Born
Margo Rottger-Goorman	40 years	Mainfreight Transport 's-Heerenberg
Stefan Banning	35 years	Mainfreight Transport 's-Heerenberg
Colin Belk	35 years	Mainfreight Transport Tauranga
Sean Dillon	35 years	Mainfreight Auckland Airfreight
Jo Duis	35 years	Mainfreight Trucks & Drivers 's-Heerenberg
Gert Essink	35 years	Mainfreight Crossdock 's-Heerenberg
Kiu Muller	35 years	Mainfreight Transport Thames
Trevor Rice	35 years	Mainfreight Air & Ocean Wellington
Jeanette Williams	35 years	Mainfreight Transport Invercargill
Robert-Jan Bruil	30 years	Mainfreight Transport 's-Heerenberg
Marjo Egging	30 years	Mainfreight Europe
Pato Espinoza Vasque	30 years	Mainfreight Warehousing 's-Heerenberg
Erik Jan Heijkoop	30 years	Mainfreight Trucks & Drivers 's-Heerenberg
Eddy Heister	30 years	Mainfreight Transport 's-Heerenberg
Gerrie Jeene	30 years	Mainfreight Warehousing 's-Heerenberg
John Katu	30 years	Mainfreight FTL North Island
Christopher Khan	30 years	Mainfreight Columbus
Bradley Lahey	30 years	Mainfreight Transport Larapinta
Andrew Smith	30 years	Owens Transport Melbourne National Team
Pascal Vanroose	30 years	Mainfreight Warehousing Belgium
Mary White	30 years	CaroTrans New Jersey
Francis Zelst	30 years	Mainfreight Crossdock 's-Heerenberg
Jeroen Beest	25 years	Mainfreight Trucks & Drivers 's-Heerenberg
Silvia Boerakker-Jansen	25 years	Mainfreight Europe
Paul Brown	25 years	Mainfreight Transport Nelson
Laisenia Burewe	25 years	Mainfreight Transport Sydney
Richard Clappers	25 years	Mainfreight Warehousing 's-Heerenberg
Bruno De Bruyn	25 years	Mainfreight Trucks & Drivers Belgium
Ron Enzerink	25 years	Mainfreight Transport 's-Heerenberg
Carl George	25 years	Mainfreight NZ National Support
Tony Inia	25 years	Mainfreight 2Home Auckland
Berry Kluitmans	25 years	Mainfreight Warehousing 's-Heerenberg
Marika Lenzo	25 years	Mainfreight Air & Ocean Sydney
Cilia Lorx	25 years	Mainfreight Transport 's-Heerenberg
Vanessa Maxwell	25 years	Mainfreight Transport Ballarat
Rene Niovara-Dave	25 years	Mainfreight FTL South Island Owner Driver
Julie Scott	25 years	Mainfreight Air & Ocean Tauranga
Silvia Siemes-Aalders	25 years	Mainfreight Transport 's-Heerenberg
Shane Tall	25 years	Daily Freight Auckland Owner Driver
Andy Taunga	25 years	Mainfreight Transport Hamilton
Joyce Wain	25 years	Mainfreight Air & Ocean Melbourne Support

Thank you for your loyalty, dedication and hard work – What an achievement!

SERVICE ACHIEVEMENTS

The following members of our team have celebrated, or will shortly celebrate, 20 years or more with us:

Suzanne Berner	20 years	Mainfreight Chicago
Harriëtte Berndsen-te Dorsthorst	20 years	Mainfreight Transport 's-Heerenberg
Desmond Bertram	20 years	Owens Transport Brisbane
Nilesh Bhuthadia	20 years	Mainfreight IT Team Auckland
Edward Blancarte	20 years	Mainfreight Los Angeles
Kai Campbell	20 years	CaroTrans New Jersey National Team
Bev Canovan	20 years	Daily Freight Christchurch
Geert Colenbrander	20 years	Mainfreight Warehousing 's-Heerenberg
Hayden Cook	20 years	Mainfreight Air & Ocean NZ National Support
Ian Cox	20 years	Daily Freight Auckland Owner Driver
Analisa Dennis	20 years	Mainfreight Los Angeles
Neville Emery	20 years	Mainfreight Transport Tauranga
Jeffery Foster	20 years	Mainfreight Air & Ocean Dunedin
Veronica Friedland	20 years	Mainfreight Los Angeles
Brad Greer	20 years	Mainfreight Transport Sydney National Team
Hans Hageman	20 years	Mainfreight Crossdock 's-Heerenberg
Arjen Heijboer	20 years	Mainfreight Warehousing 's-Heerenberg
Wayne Harris	20 years	Mainfreight Transport Sydney National Team
John Hegeman	20 years	Mainfreight Warehousing 's-Heerenberg
Steven Hendry	20 years	CaroTrans Auckland
Judy Hua	20 years	Mainfreight Los Angeles
Richard Huisman	20 years	Mainfreight Warehousing 's-Heerenberg
Patriica Jimenez	20 years	Mainfreight Los Angeles
Ian Johnson	20 years	Mainfreight Metro Christchurch
Wayne Kilgour	20 years	Mainfreight Wellington Wharf
Nathan Mckay	20 years	Mainfreight Invercargill Owner Driver
Desiree Martinez	20 years	Mainfreight Los Angeles
Magele Muaulu	20 years	Mainfreight Transport Sydney
Simona Nelisi	20 years	Mainfreight Warehousing Savill Drive
Maurie Phillips	20 years	Mainfreight Auckland Owner Driver
Sandra Phillips	20 years	Mainfreight Los Angeles
Shayne Porter	20 years	Mainfreight NZ Transport Support
Henk Reindsen	20 years	Mainfreight Trucks & Drivers 's-Heerenberg
Shaun Smith	20 years	Mainfreight Transport Hamilton
Dansey Smith	20 years	Mainfreight NZ National Admin
William Smith	20 years	Mainfreight NZ National Admin
Connie Vinci	20 years	Mainfreight Air & Ocean Melrose Drive
Cody Watts	20 years	Mainfreight Warehousing The Landing Auckland
Susan Weiher	20 years	Mainfreight Chicago
Marc Wijnsema	20 years	Mainfreight Crossdock 's-Heerenberg

Thank you for your loyalty, dedication and hard work – What an achievement!

Long Service Legends



McAlpine Christchurch Warehousing Legends

Back row L-R: Brynley Riches, Wayne Busson, Geoff Lulham, Garth Sutton, John Wolfrey
 Front row L-R: Diane Franks, Mark Ritchie, Sandra Ritchie
 There must be something in the water in Christchurch? Combined, these 8 team members make up 61% of the years worked by the total 33-strong team, Geoff being the longest serving at 27.9 years – and 3 of the team recently reached their 20-year anniversary:



Garth Sutton, McAlpine Warehousing – 20 year legend



Sandra Ritchie, McAlpine Warehousing – 20 year legend



Diane Franks, McAlpine Warehousing – 20 year legend



Simona Nilesi,
Auckland Airfreight – 20 Years
 L-R Darren Barboza, Simona Nilesi,
 Daniel Sharma



Sean Dillon, Auckland Airfreight – 35 Years



Eric Boerboom 's-Heerenberg Warehousing

Hip, Hip Hooray to Eric Boerboom, 25-Year Legend which calls for a party!

Words by Tina Chen, Xiamen Branch Manager

Time flies quickly, I am glad to be the first team member of Asia team to achieve the 25 years service award. I am really happy to work & grow with all of the team members in Asia. Mainfreight has a wonderful and unique culture to encourage and guide us to do the right thing at work. Our team members are like a family and help each other to complete the job, sharing happiness and sadness, achieve our goal and overcome some different challenge. Let's jointly make more great efforts and achieve our mutual 100-year vision!



Tina Chen with Cary Chung

Big Al's Final Day

One of our stalwarts of the business, Allan Murray has finally hung up his boots in New Zealand, after 30 years in the business and will head across to Western Australia to be with his kids and grandkids.

Allan has been a huge part of the Transport business in New Zealand, holding key operational roles at Mainfreight Auckland and branch management and operational roles at Chemcouriers. Allan has been a major influencer with the development of the Chemcouriers brand, setting very high standards with regard to compliance and safety that has enabled Chemcouriers to be a market leader today.

The business will miss you Al, and we wish you and your family all the best for the future.



Allan Murray and Carl George



Allan Murray and the Chemcouriers Auckland team

It's our people that make the difference....some team shots from around the traps!

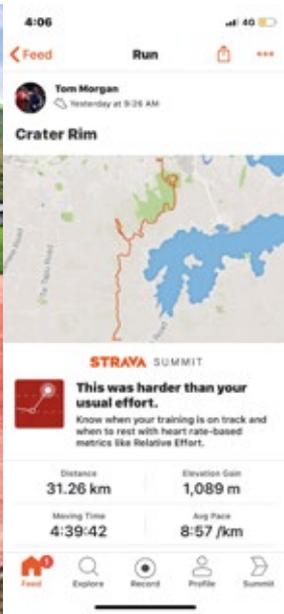
30-Year Celebrations – Mainfreight Australia



30-year celebration table at Prestons



Bruce cutting the 30-year cake at Epping



Members of the Paralympics and roadshow team

Paralympics Pop-up

Mainfreight have got behind Paralympics New Zealand by helping out with the movement of a purpose-built 20ft container that will travel to selected sites in New Zealand as a lead up to the Tokyo 2020 Paralympic Games. The roadshow will tell the story of New Zealand's 50 year Paralympic history.

Tom Morgan, Daily Freight Christchurch Transport Manager, recently completed the Crater Rim Ultra 30km trail run. A great effort in the hills surrounding Christchurch.

Zaltbommel's Honeybee Hotel



Honey from the Honeybee Hotel
L-R: Don Braid, Frederike Nordin-Stubbé & Lucas Berm



This fantastic model Mainfreight truck was made from scratch by Mr George Barnes, aged 87. We received photos of the model from Mr Barnes' son Gary in September

My dad as I mentioned is 87. For several years now he has enjoyed making wooden trucks. He was inspired recently after seeing large Mainfreight B trains coming off the Rail ferries and also driving through Levin where he lives. He was determined to have a go at making one so I printed out some pics for him. He makes them on a budget with whatever bits he can round up, thinks like cheap toys for wheels, plastic pins for lights etc. He is very proud of it and so he should be.

He is now terminally ill with cancer and only has a short time to live. He completed the truck about 2 weeks ago.

Sadly, Mr Barnes has since passed away. We send our condolences to the Barnes family and thank them for sharing their photos and story.



Our team member Tim den Heijer from the Netherlands went on a holiday to Singapore and Malaysia. While travelling, he took the time to visit our teams over there!

"I had the pleasure to visit our branches in both Singapore and Kuala Lumpur. We talked, had lunch together, and it was so much fun! I was amazed how the Mainfreight culture is so similar in different places around the world. It is so much more than just white letters on a blue wall."



Happy Families – Mainfreight Hong Kong

A celebration for her first birthday for Alexandra, daughter of Cary & Queen Chung
 L-R: Joyce Lau and her family (3), Jerry Chan and his family (4), Cary Chung, and his family(3), Jacky Lam and his family (3), Clement Chong and his family (3)

Apples in Europe 2019



Barry Goole delivering the apple buckets



Team Brussels with L-R: Michael Decoster, Rita Rassalle, Catalina Munteanu, Bart Stevens and Rudy Yoka



Team Ukraine L-R: Sergii Snitsaruk, Maxim Moshkovskiy, Oleg Garbar, Serhii Arzhekovskii, Valeria Karnabatska, Maksym Usatenko, Oksana Dzyubenko, Mariya Kubar, Irina Petrenko.



Europe Drivers Recognised - Our knights of the road
 L-R: Seydi Yanardag, Sandy Rossel, Marcel van de Wetering, Rudi de Vries, Jimmy Sewalt



Driver of the year!

This year we had the pleasure to surprise Roy Cornielje with achieving the title "Driver of the year – 2019"



Annual Future Leaders Team Building Weekend

The annual team building weekend of our European Future Leaders was held recently, a weekend with indoor and outdoor activities

L:R: Bjorn Bleij, Tom van Haperen, Wannes van den Kerchove, Lisa Igodt, Jules Barten, Thomas Elzing, Rob van der Zee, Gert van Dalen, Nassim Ait Bahaouidder, Marten Brunner, Anke Geebelen, Bart Demkes, Marshella Oosterbeek, Flore Quitelier, Laura Jentink, Lieke Brom, Jessica Speelman, Agata Jankowska, Frederik Jonnaert, Claire van Welzenis, Jurriaan Cijssouw, Rosanne Gregoor
 Front row: Bart Stevens, Stéphanie Moyersoen, Aline DrapsMarel, Leferink op Reinink, Jonnes Jeuken

Mainfreight Europe – Fit For Purpose!



Warsaw business run

For the third time in a row our Poland team participated the Warsaw Business Run. The running group is becoming bigger every year! The joint effort and the spirit of healthy competition brought great results to the Mainfreight teams and provided them with a much-needed boost of energy for new challenges.

L-R: Łukasz Płóciennik , Aneta Kossut, Agnieszka Brymerska, Tomasz Mosingiewicz, Bartosz Kielbowicz, Adam Romejko, Patrycja Bor, Agata Fajfer Krause, Katarzyna Jasinska, Paulina Cabaj
Front: Katarzyna Jasinska (right) and Paulina Cabaj (left)



Company Cross Cluj Team

Our Cluj team (Romania) participated in the Cross of the companies a 6 kilometers long track in Cluj, Romania. The whole team crossed the finish line together. Teamwork makes the dream work! Well done guys!

L-R: Flaviu Moldovan, Roxana Chiriac, Paul Lucea, Clara Cerlinca, Sergiu Suci, Denise Duduiala, Albu Daniel, Eniko Varga, Tamas Both.
Down line from left Delia Pastor, Victor Petrindean, Roxana Suci.



Ostend Night Run

We are proud to say that 8 team members of Ostend (Belgium) participated in the Ostend Night Run, runs of 7, 14 or 21 kilometres, everyone had a challenge of their own level. Everyone was able to finish their run, and even had enough energy to smile for the picture.

Nice run Ostend team!!

From L-R: Piotr Zwolinski, Ruxandra Andreea, Cristina Robe, Marketa Madlova, Cheriff Nagga, Bart Blondeel, Zelim Davtaev, Bogdan Rascol.



Mainfreight Cycles 1,365 km

What a challenge for our 6 Mainfreight team members who cycled 1,365 km within 9 days!

L-R: Tommy Firing, Monique Holleman, Bertil ter Maat, Rut Koster, Sebastiaan Holleman, Mike Sommers



Fit for the Winter

Mainfreight will take part in the annual Montferland Run in December. We want to have as much as team members on board for this run, therefore we have given all team members the opportunity to join the weekly training given by a professional runner! All team members are looking forward to the run and to finish it as a goal!

L-R: personal trainer Jeroen Reintjes, Saskia Daams, Celine Altena, Iris Saulus, Claire van Welzenis, Elif Bilici, Bart Demkes, Coco van Megen, Jennifer Tueck, Harriette Berndsen, Pascal van der Spek, Tim den Heijer



Feedback

From: Shona Taylor
Sent: Friday, 20 September 2019 5:35 PM
To: Bruce Plested; Kevin Drinkwater; Nikki Cooper
Subject: Books in Homes - Hume Public School

Hi Everyone

I thought you may be interested in this story.

We started sponsoring Hume Public School in Albury this year, I have attached thank you letters we received from one of the Teachers and a number of letters from the students. The catalogue attachment also includes a page about Hume Public School showcasing our support.

What is interesting about this school is that when we first approached the school to sponsor them they were very hesitant and guarded. They could not believe a business like ours would freely pay for books for their students. It took a bit of convincing from Peter Large to reassure them this wasn't a "too good to be true" offer.

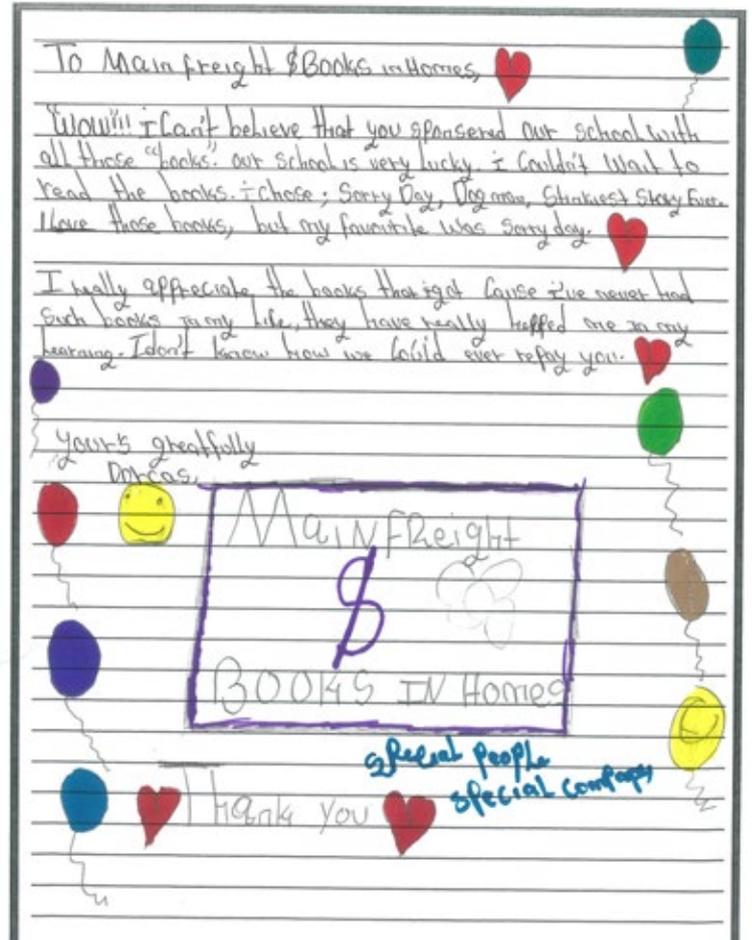
Enjoy the read.

Regards

Shona Taylor

Mainfreight Australia

National People, Health & Safety Manager



From: T & A S

Sent: 29 October 2019 10:26

To: Martin Devereux

Subject: Fantastic people you have

Hi Martin. Hope this is going to the right person. Just to let you know I booked to have some wheels sent down to your Wellington depot from the Whangarei depot. I had arranged for someone to pick them up from Wellsford and drop them at the Whangarei depot.

Well it all went to custard. I rang the Whangarei depot and Rebecca answered. She was ever so helpful. When she found out where they were she said she was down that way over the long weekend and that she would bring them back to the depot for me.

I couldn't thank her enough for this so thought I would follow it up with this email. I've seen the logo on the back of your trucks "special people special company" and you guys certainly live up to it, if your other employees are anything like Rebecca.

Cheers Trevor S

From: Shaun T

Sent: Tuesday, 15 October 2019 5:41 PM

To: Rebecca Hayward (OCW CHH) Luke Metekingi (MFT HAM)

Subject: Feedback

Hi Rebecca and Luke

I would just like to say thank you to Rebecca at Owens Warehousing for the way she has handled our products down in Chch - it is a very promising start if this is what we can expect. We just appreciate the ownership.

Luke as you know we really value communication and so far we are very very happy with the level that Rebecca has exhibited. Although it seems to be second nature to Rebecca, we can tell you from experience it is not a normal thing with 3PLs and usually takes us some time to get to where we feel Rebecca is at.

It feels to us that we have a real advocate for our business down there. Great communication, straight away telling us re an issue which we can then communicate to our customer.

So a genuine thanks Rebecca you are making our job easier. We really appreciate it

Regards

Shaun T | Operations Manager/Director

From: Liz Hay, Te Papa Tongarewa
Sent: 11 June 2019 09:45
To: Sean Paterson (MFAO WGN); Trevor Rice (MFAO WGN)
Subject: Thank you

Dear Sean and Trevor

Thank you so much. Can you please pass our sincere thanks to all the team at Mainfreight. The blessing to safely bring our Tohora home was a moving occasion for us. We were so grateful for your generosity hosting us all and very thrilled that we completed the circle of their journey at Mainfreight.

You are fantastic people and we are lucky to work with you.

Many thanks
Liz

Liz Hay
General Manager
Partnerships and Business Development
Museum of New Zealand Te Papa Tongarewa

From: Anton R
Sent: Wednesday, 23 October 2019 1:49 PM
To: Gary Birmingham; Jodie Dirksen
Subject: Customs query

G'day Gary,

Thanks very much for your hard work here investigating duty refunds on our net wrap products. I truly appreciate your solid efforts here. This is a significant saving you have found for us, and has instilled that Mainfreight is indeed, 'in our corner' when it comes to business.

Jodie, just want to pass on commendation for Gary here, not only for the above, but also for his invaluable help with another convoluted importing matter Gary assisted us in navigating over the course of this year. Often good efforts get overlooked, but I needed to let you know how much I appreciate Gary's help and his 'can-do' attitude in his dealings with us.

Thanks very much and kind regards,
Anton

From: Jonathan Davison (M2Home AKL)
Sent: Friday, 8 November 2019 3:41 PM
To: M2Home AKL
Subject: Thanks Alan and Mark!

Team,

As many of you are aware, one of the team members working next door yesterday suffered a seizure, in doing so, falling heavily onto the road alongside which he was standing at the time. This was noticed immediately by our team, including Alan Enslin (pictured) and Mark de Hoog. Immediately they sprang into action, arriving first on the scene and assisting the person in no time at all (whilst he continued his seizure).

Alan and Mark, along with others, coned off the area, comforted and protected the man, whilst ensuring his safety with as much comfort as possible. An ambulance was called, blankets were retrieved and used, and all medical information was sought from Allied Workforce to provide to emergency staff.

All this, before anyone from the business to which this man was contracted, had so much as checked on his condition, even though it happened right outside their glass window offices!!!!

I think it says a lot about our culture, in the way in which we cared enough to act with no hesitation at all. Our culture is about responding to all kinds of difficulties with accuracy and pace, which is exactly what was required in a very frightening and uncertain situation yesterday. In doing so, those team members made a real difference to someone's life, whilst he was entirely vulnerable.

Thank-you everyone (and there were many!) who acted so quickly to help. I'd like to nominate Alan and Mark for the pickle award for 2019.

Kind Regards,

Jonathan Davison | Mainfreight 2 Home Auckland





One company that stands tall – kia tū rangatira ai – for us at Te Kura o Maketū is Mainfreight FTL North Island. Mainfreight supplied us with bucket hats this year, and every year they provide us with a box of fresh, crunchy apples, calendars and continue to sponsor every tamaiti at kura for the Duffy Books in Homes programme.

Thank you sincerely, Mainfreight, for your manaakitanga – your kind, consistent and generous support of the wellbeing, learning and growth of tamariki mokopuna at Te Kura o Maketū. You are a valued part of our kura and learning community. Ka nui te mihi aroha ki koutou ngā tāngata o Mainfreight. We wish to acknowledge your continued aroha and support **Mainfreight – Special Company, Special People** – yes, you certainly are!



From: Sarah C

Sent: Wednesday, October 16, 2019 9:39 AM

To: Bruce Plested; Don Braid; John Hepworth; Nathan Thomas

Subject: Mainfreight Dallas

Good morning gentlemen,

It has come to my attention that you are currently at the Dallas location and I want to seize the opportunity to compliment the Dallas team. I was introduced to Mainfreight by a gentleman on that team, Lane Adamson, by one of his clients. At the time, I needed assistance for her on a timeline that would have been laughable to request in the freight industry. Lane delivered a level of service unlike anything I have experienced in 26 years of business.

My clients typically come to me in crisis, sometimes with millions of dollars in jeopardy. I can honestly say I have never felt so sure about entrusting client logistics and warehouse needs to a service supplier as I do about Mainfreight. I have now worked with Mainfreight offices in Los Angeles, Charlotte, Canada, China, the Netherlands, and Miami, and your amazing corporate culture is pervasive. The quality of Mainfreight people is exceptional in that they seem to work harder, faster, better, yet with greater humor, precision, and creativity than any other company in the business. Even amongst such stellar peers, the Dallas team is prodigious. Todd has taken on a large import project for a national charity and assisted them in coming from behind to keep their schedule. Jay, Kyle and Dallas are working to migrate three clients' warehouse business to Mainfreight. Lane delivers miracles on a regular basis. Josh turns estimates in a flash. Beth tackles export projects for inexperienced clients. Thomas untangles international compliance issues. Diane, Brandon, and others I have failed to mention by name have earned my gratitude and respect too many times to mention. I recently walked two clients through the Dallas warehouse, excited to show what could be accomplished for their programs by partnering with Mainfreight. When they asked how it was possible for a company to be so different from their previous experiences, I just started handing out Ready, Fire, Aim. As a sports fan, I think of it as "team magic".

I spend much of my professional time looking at what is wrong in supply chains, and typically when I show up on a logistics provider's doorstep it is not because they are doing a great job. Spending time with Mainfreight, especially Dallas, restores my faith in what is possible when you absolutely refuse to settle for anything but the best. Please accept my sincerest appreciation for building such a phenomenal organization. I plan to keep them as busy as possible in the future.

In thanks,
Sarah

From: Patch
Sent: Wednesday, 3 July 2019 9:33 AM
To: Nicholas Gray (MFT Wharf AKL)
Cc: Vaughan France (MFT Wharf CHH)
Subject: Re: Auckland to CHCH 20//40

Hi there all....

I just wanted to say a massive thank you to all involved with our recent containers loading and shipping....

Nicholas is amazing...

Seriously...1 phone call to him and he sorted it all out...called me back...I never had to chase him up...all the information...all the details...bloody legend....

Honestly the whole process could not have been easier

Even when we couldn't get the door shut...you sent a truck to pick it up...in 15 minutes..15 minutes...in Auckland traffic...outrageously fantastic service

Just wanted to let you know that everyone involved are massively appreciated...

And we look forward with pleasure to working with you again...

Please pass this on to all involved...you are all fabulous at your mahi...

Best
Patch and the team

From: Nienke van H
To: Ian Graham
Subject: I like to eat, eat, eat apples and ...
apple sheetcake!

On behalf of the whole team I would like to thank you (and Bruce) for your tasty tradition. We made an Apple sheet cake/cookie, which of course can only really succeed with good ingredients: APPLES!

Please enjoy the photo as much as we enjoyed the apples

Kind regards,
Nienke



From: Libby Limbrick
Sent: Thursday, 24 October 2019 9:06 PM
To: Kevin Drinkwater; Carl George; Bruce Plested
Subject: a bouquet to

Hi Kevin, Bruce and Carl

I want to share with you another instance of the wonderful ethos of your Mainfreight team. We had Canadian visitors arriving to stay with us at our bach at Waitahanui a week ago today. Unused to driving in NZ conditions they did not realise that it was unwise to pull into the middle of Highway 1, and stop before turning right into our drive, with fairly heavy traffic flowing both ways at a narrow part of the road. A gallant truck driver of a Mainfreight truck obviously assessed the difficult situation and stopped the traffic on his side of the road to let them get across thus avoiding a potentially nasty situation.

I would love to send him my thanks but was too focused on the situation to get the number plate. If your logistics team know who might have been driving a double unit truck north through Waitahanui (about 13 Km south of Tauap) on Thursday, 17th October at approximately 1.00pm please let him know his courtesy and thoughtfulness was much appreciated.

Warm regards.. and happy Labour weekend to you all
Libby

From: Lauris B
Sent: Monday, 28 October 2019 13:49
To: Tim Muratovski
Subject: Chemcouriers delivery

I would like to take this opportunity to say thank you to a particular driver of yours. Sang has just made a delivery to our Reid St Bayswater factory. He was terrific. Not only did he have to back into a driveway with cars parked everywhere and on both sides of the street, but then had to take care of everything else as there was absolutely no one here to help with the unloading... He did it all with the minimum of fuss and great deal of expertise.

Sang is indeed an asset to your Company.

Yours with gratitude,

Lauris B
Director

Brent Swainston
5.02.2019

Dear Auckland Mainfreight Transport,



My name is Brent. I have autism.

I go to pace youth centre in pukekohe.

I like all things to do with transport.

For a while I have wanted a Mainfreight shirt. IT would make me feel really good if I could have one. Can you help me?

Yours sincerely

Brent Swainston

We were delighted to host Brent at Mainfreight for the morning and helped him out with his wish for a genuine Mainfreight T-shirt!



Dear Auckland Mainfreight Transport
Thank you very much for the tee shirt
I like it very much.
I think I will wear it every day.
And thank you for inviting me to visit
Mainfreight.



ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



AMERICAS



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Reiko (son of Christina Ewe from our NZ National Support Team) with his favourite book, sitting in one of our fabulous new reading chairs.

In a partnership with Tongariro Corrections, the chairs are crafted from our recycled pallets, and sold to raise funds for Duffy Books in Homes. That's what you call a win, win, win arrangement.

If you're interested in purchasing a chair please contact
Duffy Books in Homes – 09 259 5690 / 0800 383 392 / duffy@booksinhomes.org.nz
Only available in New Zealand at this stage, but keep watching this space.



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