

# MAINFREIGHT

NEWSLETTER JULY 2018



**MAINFREIGHT TEAM REVIEW**

## Managing Director's Comment

**W**elcome to our mid-year newsletter where we celebrate our successes, and share updates and information from across the world. Whilst this newsletter is published to keep our global team up-to-date with what's going on in the group, it also is distributed to our shareholders, customers and potential customers.

This is the first newsletter of our 40th year and as you can read, our teams around the world observed the anniversary in many different and appropriate ways; each country celebrating with food and events particular to their nation. Such it is, when we belong to a global business – many different languages, ethnicities and religions – all bound together with Mainfreight culture and passion.

When reading the articles from our different regions, all demonstrate the same enthusiasm and determination to growing a bigger business, achieving high quality standards, commitment to our customers, and a tremendous team loyalty. It is difficult to put into words how much pride and respect we feel for what our people are achieving every day.

Once again, our year-end financial performance has set new records for the business. Our sales revenue now exceeds NZ\$2.6 billion, and we achieved net profit before abnormal costs of NZ\$112.2 million. Fifty million dollars of sales every week, thousands of satisfied customers, company taxes paid in excess of NZ\$45 million, and importantly a discretionary bonus payment to our team around the world of NZ\$20.7 million.

Not bad for our first 40 years. Just think what we can achieve in the next 40!

This is the time to mention the thousands of people who have helped us on our way; suppliers, supporters,

believers and long-term shareholders who "get" the story – and of course the past and present (7,532) team members, who all make Mainfreight what it is today. Thank you!

We have good momentum in our branches across the world. Many are outgrowing their facilities as they take on additional volumes to satisfy our growing customer base. To this end, we have the confidence to invest in new facilities, warehouses, cross-docks and air and ocean offices and buildings. We have 38 land and building projects that are currently identified and underway; some owned, some leased, all with a common objective of being built to our specifications, to provide the best possible facilities for our people to operate within and to be able to provide the highest levels of service and efficiency to our customers.

To those of you working in new buildings, enjoy, respect and develop them for the future. To those yet to receive new premises, work hard and grow the business, and when volumes dictate, your area too will receive investment. Such is our belief in and commitment to this exciting, vibrant and special company.

We would be remiss indeed if we did not use this opportunity to mention the upcoming departure of Carl Howard-Smith from our Board of Directors, when he retires at the conclusion of our Annual Meeting



of Shareholders on 26 July 2018, having announced his intention at our July 2016 meeting.

Carl has been a Director of Mainfreight, since its listing on the NZX in 1996, and prior to that when it was a private company, so almost from day one Carl has had a significant influence on the success of the company.

For 40 years, Carl has been fully committed to the success of Mainfreight as it has developed and grown around the world. His contribution has been exemplary; he has mentored our leaders, provided legal acumen and guidance, negotiated with wit and charm, and used his intellect and experience all to our benefit. His humour and self-effacing style will be missed from around the Board table.

We also note his length of tenure as a Director flies in the face of modern governance guidelines; an example of what we see as flawed thinking in terms of "best practice".

Carl will remain with us for some time to come as he retains his General Counsel role; his skills and sage advice available to you all as required. Be assured we will not let his departure from the Board table go unmarked!

Finally, on behalf of us all, a very special thank you to all our people involved in the Mainstreet and Mainmove software roll-outs across New Zealand, Australia and Europe. The implementation of new technology is surprising difficult, nevertheless is a necessity to enable us to be more efficient for ourselves and our customers. Your efforts and dedication to the task are of no surprise, such is your attitude and energy for Mainfreight.

Here's to our next 100 years.



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## Australia – Rodd Morgan

It is pleasing that collectively our team achieved good levels of profit growth and sales growth compared to the last financial year. All businesses except Air & Ocean had strong profit growth, but we have at least seen a return to solid sales growth in Air & Ocean which we intend to accelerate.

We are particularly proud of our Owens team, led by Mike Reid. Owens has endured a tough time over recent years, so it is especially rewarding to see significantly improved profitability and strong sales growth in the business. The services that Owens provides are highly valued by the group and of course by our customers – let's be sure to keep the momentum going.

We have worked very hard to be a business that sets challenging annual financial targets but, more importantly, is able to exceed those targets. We achieved both our sales and profit targets last year, albeit by a very narrow margin! Congratulations to our talented teams for enabling our financial success. Let us be very clear that we fully intend to forge on and maintain this momentum each and every year.

We have narrowed the gap a little in our broader target of producing more profit than New Zealand but we do still have a little way to go! The only way we will catch the Kiwis is by continuing to chase much better quality.

Each of our businesses has different strengths and weaknesses but among other things, we collectively intend to improve in the following areas:

1. Be better at our basics and daily disciplines – the only way to improve quality and margin
2. Act more swiftly to take the necessary actions in order to achieve our quality, profit and sales targets
3. Work harder to enshrine the culture of our team making good decisions near to the freight and to our customers – on the floor rather than up in offices
4. Expenses as a percentage of our sales
5. Finding ways to move more freight in the same timeframe without needing more people or bigger buildings.

That said, we are once again embarking on a significant investment

in land and buildings around Australia to ensure that we continue to intensify our network and provide the opportunity for our team to be able to move our customers' freight as efficiently and safely as possible.

We are excited to report that we are accelerating the development of both our airfreight and perishable services particularly around exports and we look forward to seeing these efforts contribute further to our future growth and bring value to our customers.

At the time of reading this newsletter we will be well into operating our new domestic operating platform – Mainstreet. This is a milestone for the development of our business and allows us to continue to have the best technology available to help us be able to provide great quality for our customers.

In closing, we want to again thank our talented and growing team for the efforts made toward our successes last year. You are each greatly appreciated.

Let's do whatever is required to achieve our profit targets this year and go back to back on that front!

## Australia Transport – Bryan Curtis

**W**e finish the 2018 financial year with revenue and profit both pleasingly ahead of last year. Well done team, and thank you for all the efforts that you have put in to achieve these results.

We have set lofty targets for the new financial year, knowing that these goals are achievable if we continue to provide the highest quality service to our customers, many of whom are global supply chain customers for Mainfreight.

The revenue growth of last year continues to put pressure on us,

particularly in the bigger centres such as Sydney and Clayton. To alleviate this we are working on a number of initiatives to maintain our quality and be as efficient as we can:

- We are working hard at finding a second Sydney depot that will take much of the pressure off the Prestons team. This is our number one priority.

- Added to this is the continued search for new depots in Geelong, Canberra, Wollongong, Toowoomba and the Sunshine Coast.
- We have commenced what we are calling the 'Airline Schedule', where all linehaul units have scheduled departure times to arrive at the receiving branch at the agreed time. We see this as being as

important as the decision we made some years ago to remove parcels from our business. Our combined focus on achieving these commitments is of the highest importance.

- At the recent Branch Managers and Operations/Transport Managers meetings, a raft of commitments were undertaken by the team collectively, focussed on improving our quality,

communication across the business and our margin. This is work-in-progress but we are seeing good results already.

- Using rail as an alternative to road. As an example Chemcouriers Brisbane is trialling railing containers to Townsville and Perth.

At the time of writing we are celebrating the successful rollout of our new domestic transport software platform, Mainstreet. We would like to

thank the trainers, especially those from New Zealand that based themselves in Australia during this process, as well as every team member who has committed themselves to learning and becoming comfortable with the upgrade. We have no doubt that within a short space of time we will be able to develop Mainstreet further and allow us to deliver world's best customer service.

## Things to Do Better in 2018

- Be feverish in our continuous search for future leaders (plagiarised from Greg de Lautour).
- Ensure that the 'airline schedule' for long-haul units is adhered to religiously.
- Fix, with pace, the issues in your branch that is hindering any of the above.
- Hang question marks on everything we do and if there are better ways to do things get on with it and share the information.
- Use PAT meetings to address issues and act on the solutions that come from the meetings.
- Visit other branches, buddy branch visits, to better understand the issues they face.

Team, we have much to do in this important year to ensure that we are flawless in our quality. We cannot go through another Christmas period like the one that we have just been through. Only by working together as a team will we find more efficient ways to move our customers' freight and achieve our goals.



Gary Ritchie, our sole Tasmanian team member. When our brothers and sisters need some help and it all won't fit in the ute, quick get the trailer! Completed two deliveries, one to Launceston and one to Hobart, a 584 kilometre round trip.



Mini-Me: Gabby Vlasblom, or Mini-Me, assisting Gabby Fage at the Training Centre during the school holidays.



Chemcouriers Brisbane's custom-built local truck and trailer with the same capacity as a semi but with segregation advantages.

## Australia Logistics – Simon Hart

**W**e have concluded the financial year achieving our revenue and profit target. All of our branches have surpassed their profit pledges. Please make sure that you take the time to celebrate this in your own small way. It is important that we recognise the energy invested by the team through the year, in particular from October to December to ensure that we deliver a quality service for our customers. It was our biggest peak period ever and when we compare it to the previous year we can all be justifiably proud of what we have achieved.

This year has some exciting challenges in store for us with new buildings to cater for growth in Brisbane, Sydney and Melbourne.

Growth and new buildings provide an opportunity for our team to challenge themselves by taking on new responsibilities. Not much in life is guaranteed, however you can be sure that our philosophy of promoting from within is!

In February we had our Branch Manager's conference. It was a great opportunity to set goals for the New Year that will contribute to achieving our new targets. We are on a path of growth and we must not take our foot off the gas.

On behalf of the entire Logistics team we would like to say thank you for the birthday gift. We all feel very special having been able to contribute to the Mainfreight story in our own way.



3D Visualisations of our new Epping warehouse. 23,000m<sup>2</sup>



(L-R.) back row: Charlie McDermott, Kevin Bradley, Andrew Robinson, Riyaz Jordan, Karl Rutherford, Paul Fraser, Aladin Basic, Valentin Teles, Aaron Bond, Nicholas Marshall, Jeremy Collins. Front row: Simon Hart, Scott Knight, Todd Vallerine, Martin Wierzbicki.

Hi Simon, hope you and your lovely family are well. When you are talking to Bruce next please thank him for the unexpected 🎁 40th birthday gift that he gave me. There is not many great men in the world 🌍 like Bruce. Regards Honkey. 🏋️

Ray Burgess, 25-year legend, undefeated press-up champion of Mainfreight (DB)

Thanks for the text Ray, I will make sure I pass it on to Bruce!



### Foundations to start building on today:

- 1. Meticulous attention to presentation:** Our image is everything. Never walk past a piece of rubbish on the ground. We are proud of our world-class facilities and they should always look world-class.
- 2. Costs:** "Save a dollar, make a dollar". We are all responsible for keeping unnecessary costs out of the business. As a team the best

way to achieve this is by removing the cost of our errors, reducing and reusing consumables.

- 3. People:** 100% of our new team members must be promotable in order to help us achieve our aggressive growth goals.
- 4. Health & Safety:** Every team member deserves the right to feel safe at work. Health and safety

starts by taking personal responsibility for yourself and others that work around you.

- 5. Training & Development:** We will continue to invest in training. We must be better at training our new people. As we grow, this becomes an important discipline. The cost of not doing it right is significant.

## Coopers Plains / Radius Drive – contributed by Charlie McDermott

After almost 18 years of Mainfreight occupation, the lease on our Coopers Plains facility is finally expiring in June 2018. Our five Logistics team members are the last men standing and as much as there are a lot of memories in the old building, we have as a business simply outgrown it. We picked up the keys to Radius Drive on 8th March and the thought of moving into a new 12,104m<sup>2</sup> logistics facility with crazy new world things such as flat floors and wifi, although terrifying and unknown, is also incredibly exciting!

With a lot of work to be done over the next six months – both to get Coopers site moved and the new facility 'Mainfreight ready' and up and running, we are up for the challenge.



Keys and opening the gates to Radius Drive – I can forgive the paperclip key ring in exchange for actual working container docks and lots of space! Below – the wondrous flat floors mentioned earlier!



Farewell to Coopers Plains!  
(L-R:) Charlie McDermott, Shelby Moselen, Simon Wishart, David Kidston (holding Coopers blurry Profit Pledge Busting Plaque), Po-Ispeli (Pity we couldn't take the sign with us!)



## Mainfreight Global Collaboration – contributed by Paul Fraser

New Zealand Manuka Honey is a fantastic success story for our Mainfreight family. Our New Zealand-based customer began using our logistics services with the Westney Road branch holding full pallets for export. Due to the fantastic service we provided with the NZ Transport, Logistics and Air & Ocean, we are now their preferred 3PL service provider in Australia and USA.

These experiences exposed the customer's team to our culture and they liked what they found.

A large part of their business is based in Australia, they produce the Olive Leaf Extract (OLE) at their olive groves located at Coominya, West of Brisbane. Their customer service team are based at West End, in Brisbane and they have 30 team members based at this office. Due to cost and service issues with the incumbent provider in Brisbane, and the great service they were getting with Mainfreight NZ and USA they approached logistics Larapinta to provide a solution. After many months working together we were awarded the Australia work which included the OLE exports.



(L-R:) Herman "Danny" Mendoza, Anthony Zepeda, Celine Eazell, Ryan Betts, Theo Locke... Absent: Beatriz Salcido.



As part of the solution, the partnership now include a 3PL solution at Perth Airport. (L-R:) Bianca Reck, Josephine Ah-Ching, Harry Winterbourne, Jessa Pinili. Larapinta Logistics

Further to these achievements the customer now realised the benefits they can achieve using a Global Supply Chain partner and our latest achievement is the move of the full in- house logistics function from their facility in Tauranga to our Westney Road branch.

I visited the Auckland branch once the Manuka Honey product was transferred and “go live” had just started. We now have a global account manager in place supporting the customer and liaising with the global team thus ensuring a seamless global service worry free.



Gerald Randle. Logistics Perth Airport



Levi Kite, Jason Byun, Sam Irving. Logistics Westney Road Auckland.

## America!!

My name is Hamish Bradley and at the beginning of the year I was lucky enough to get the opportunity to travel over to the USA to aid our team with a customer implementation. Myself, Katy Geng (Prestons) and Andrew Robinson (Prestons) were tasked with supporting the team at the Newark Branch Logistics with the implementation of the new customer.

Coming from an Australian summer, it was hard to imagine transiting into an American winter, however stepping out of the airport and into -2 degree weather really made me regret only bringing my Canterbury work shorts with me. Thankfully I brought my trusty thermals along which were able to fit the bill! We arrived to our hotel (which was right in the heart of New York!) at around 4pm and after unpacking and taking a wander around the streets to keep ourselves awake we called it early and tried to get a good night's sleep before our first day of work.

Dries Pinoy, the Branch Manager of the Newark Branch, met us at a bagel shop and showed us how to operate the train systems to get across the turnpike and over to New Jersey. After having a tour of the branch and meeting the team we began to wrap our heads around the challenge that lay ahead of us. Ten trucks per day for the next two weeks was our target and we quickly rallied the troops and we began to lay the foundations.

Working with our team on the floor we started our training on inbound, pickface replenishments, picking,



(L-R:) Hamish Bradley & Katy Geng

packing and despatching. As the week came to an end we started to see the team that would be working on the account coming together and ready for go live on Monday.

Over the weekend we started to explore a bit more of New York, seeing all of the major land marks including Times Square, the Statue of Liberty, the 9/11 memorial and Central Park. New York is an incredible city and it seemed

that each borough had its only unique style. On the Saturday night we found an amazing rooftop venue, which gave us a first class view of the city.

Our time in America was amazing and we would like to thank the whole team in Newark for an amazing time and the team in Australia for giving me this wonderful opportunity. Hopefully this will not be our last trip!

## Australia Air & Ocean / CaroTrans – Grant Draper

New business sales are our life blood and we need to continue with the good growth we have seen over the last year. To achieve that growth we need a strong and stable sales team in every branch and all of us giving that impeccable Mainfreight service to every one of our customers. Thanks to all of our team and our customers for your efforts and custom this year; it is really appreciated.

We continue to recruit smart young people into our business who bring diversity, intelligence and new ideas which combine with the experience and guidance offered by the whole team to continually improve what we do. Our 'promote from within' for job advancement is an important part of our culture, and it is great to see so many of us taking on new roles within the business again this year. We have appointed two new Branch Managers this year – Drew Bowler (Brisbane Perishable/Airfreight) and Chris

Bamford (Brisbane CaroTrans); the branch manager is king in Mainfreight and we are proud that Drew and Chris have worked their way through the business to take on these challenging roles.

The focus we have had on our LCL and airfreight product is starting to gain momentum and we are positioning ourselves to cater even better for the fast-moving products that the world is demanding today. We all need to understand how important these products are for our future and do what we can to continue to grow our accounts with these products.

Our culture tells us that a team who works together well can achieve results far greater than if we work as individuals. Please help others and share information with your colleagues and our teams around the world; that communication is very important and is one of the reasons we have our

open-plan work spaces. We ask that you take the time to explain things to those customers or team members who don't clearly understand that we are doing for them, that care and a friendly nature will pay dividends in the future. Remember that we must have quality in everything we do, our customers' perception of what we do is the only measure of our quality. It is important that we have pride in what we have done for our customers.

There have been some great stories this year with many of our branches hitting record sales and profit levels. This is achieved through a high level of teamwork, urgency around sales gains and close attention to our cost structure. We have high expectations of ourselves and need to continue to have every branch get better every year in what we do and the results we achieve and of course we want to have some fun doing this.

### Things to do better:

- Communicate and interact with customers and other team members
- Look after our assets – People, Property and Culture
- We must support all parts of the Mainfreight group with our business
- Teach and share with others so they may learn
- Have fun and enjoy what you do; that attitude is infectious

### Classic Cooper – Jodie Dirksen, Adelaide

A private collector (returning client) contacted the Mainfreight Air & Ocean Adelaide team about the possibility of airfreighting his latest purchase from London to Adelaide, a 1959 Cooper T51 in original condition.

The T51 earned a significant place in motor racing history when Jack Brabham drove the car to become the first driver to win the World Championship of Drivers with a rear-engine car in 1959.

Prior to exporting we assisted our client and their supplier to have the vehicle tested for asbestos in the UK so that, upon arrival we could ensure minimal disturbance to the vehicle and ensure it was kept in its original condition. Our UK team worked closely with the supplier to ensure we could load the crate onto a passenger aircraft due to size limitations.

Our team then arranged the customs clearance and the vehicle arrived into Adelaide in good order. We were also present during quarantine inspection which went smoothly.



Our client was extremely happy with the Mainfreight service and made comment that "this is why I contacted Mainfreight as you always go above and beyond".

## Youth & Experience – Dave Coughlin, Melbourne

Our Air & Ocean Team in Melbourne is very proud to be investing heavily in our Graduate Program, growing from three Graduates to 13 in the past 12 months. Now we have bright, energetic team members learning and teaching throughout the business and

adding Mandarin, Cantonese, Korean and Vietnamese language skills to the branch as well.

This is what 500 years of experience looks like! When the call to arms for all ten-year-plus team members was made at our Air & Ocean Melbourne

Branch, we got a great snapshot of the experience we have in the Team. Over a quarter of the team have been with us for ten years or more and nine for 20 or more years. Gary being our most senior hitting his 39th year this year, well done Team!



(L-R:) Charissa Ong, Brendan Shergill, April Ali, Megan Kirkman, Shalini Fernando, Bronte Houston, Vincent Pirozzi, Lingna Ngo, Junsik Shin, Cynan Tomsen, Daniela Dimitrijovska



(L-R:) Paolina Tortora, Roslyn Meli, Daisy Attard, Kirsty Davis, Aneta Jankovski, Louise Gallardo, Julia McMillan, Grace Polgar, Melissa Bartlett, Connie Vinci, Gary Atkins, Kerry Cogan, Sean Hutchinson, Nicole Hegeman, Rajini Kumari, Natalie Poloni, Joanne Warway, Shara Shanahan, Jason Spiteri, Rose Marra, Kristian Phillips, Bill Brown.

## Griffith Supply Chain & Logistics Forum – Lisa Turner, Sydney Perishables

Margaret Reynolds, NSW Customs Manager, and I had the pleasure of attending the Supply Chain & Logistics Forum in Griffith NSW recently. The forum consisted of a committee of key Supply Chain management across the beverage sector in Australia.

Day One was spent at De Bortoli and was an educational experience understanding the logistics flow from the arrival of grapes, grape pressing and processing into bottle or cask. The day ended in wine tasting, the spending of a few dollars on excellent port and a lovely Italian dinner. I thoroughly enjoyed discovering that one of the ladies from Bacardi had

lived around the corner and went to high school at the same time as me! We are besties forever now!

Day two was an eye-opening experience with a tour around one of the three largest wineries in Australia and one of the largest exporters of wine. Their largest export market is the USA where their wine is a major seller. The winery load on average 38 x 20' FCL's per day, plus ten bulk tank containers five days per week for export across the world. They warehouse 500,000 cartons of the stuff every month! There are four bottling lines and the fastest line bottles 38,000 bottles per hour. Gee there are some drinkers in this town!

Both vineyards expressed one of the major issues was water supply. This is a very real concern and both vineyards have invested heavily into water recycling and improvement processes, employing specialist chemists who constantly manage these processes. We visited a water recycling plant which generates 250,000 litres of recycled water per week. There are a number of other sustainable projects on the go including the recycling of cleaning potassium, re-use of waste product, labelling efficiencies, etc.

A highlight of the trip was the wine tasting at 10:30am - I must say it made for a great work day. And did you know that white wine is often made from red grapes!



## Welcome to Air & Ocean Sydney: Home of the Homogenous Name! – contributed by Grant Morrison, Branch Manager

I've recently moved to a desk that is near the reception area. This means that I get to say hello to most team members as they walk each morning. Now it may seem like a burden to

remember the names of all 92 team members in the building, but the truth is it is really easy! Just say "Good morning James" and there is a very high chance that you will have got the

name right. If you get a funny look, you can say "oops, sorry, I meant Sam" and you are almost guaranteed to get the morning off to a great start. Last resort is "Good morning Melissa".



James Hartigan, James McGloin, James Perkins and James Robertson



Sam Forzisi, Sam Simpson, Sam Taylor and Sam Toy



Melissa Woo, Melissa Stanley and Melissa Ahilleos



Deb Carr and Grant Draper

### Jane Smith Award

Congratulations to Debra Carr of CaroTrans Melbourne who was awarded the coveted JANE SMITH award for this year. Nationally, Air & Ocean vote for the team member who should win the award, criteria include:

- Attendance - team members nominated rarely have sick days and punctuality / attendance is beyond reproach.
- Attitude - always approaching work, and colleagues, from a positive angle.
- Team player - always assisting others without having to be asked.
- Image / Presentation - professional, a class act.
- Someone who genuinely cares for our team and for our customers.
- Someone who embraces the Mainfreight culture and promotes that through their performance.
- Someone who goes that little bit further

## Owens Transport Australia – Mike Reid

Our business in Australia has undergone many changes in the past few months with technology, profit and strategic direction being the main contributors and issues.

Today we have a much improved business that is leading the way

towards high quality services in Australia. We must use every advantage to not only grow our revenue, but also to have the confidence to improve the quality of that revenue.

The success of the year just ended was all about better quality service

and applied commitment to improve revenue and ultimately profits. I have the full confidence that we can get the growth that we desire this year and want to thank every one of you for your efforts. I look forward to the new challenges ahead.

### Looking ahead, our focus in 2018 will be to:

- Improve our quality
- Reduce costs
- Build our Sales and Key Account Management Teams
- Utilise downtime. Get creative, make each day busy and aim to delight our customers. Do something different, and think outside the square.
- Participate in your PAT meetings. None of us are as good as all of us!

## Owens Brisbane – Paul Bellamy

We are at the end of another financial year and it has been a good one for the Brisbane team with both our Transport and Depot teams achieving their profit targets. We would like to thank all the team for their hard work and dedication in what turned out to be a massive year for Owens Brisbane.

We are looking forward to the year ahead and our challenge now is to better the great results from last year. With some new team members on board and the lessons learned from last year, we are in good position to achieve our goals again this year.

I would like to welcome our new team members on board in what is an exciting time for Owens as we grow the business further and we see our team also grow in their roles and take on greater responsibilities.

Our aim this year is to concentrate on the basics:



New Team Members in Brisbane (L-R): Jakeb Lucht, Dana Powell, Mustafa Rezaie

- Presentation of our trucks, trailers, team and depot is not negotiable. Our image is everything.
  - Customer service – Be easy to deal with.
  - Sales & Account Management – Looking forward to another big year in sales with new team members and some of our existing team moving into new roles as the business grows.
- We have set ourselves some big goals this year but I have no doubt that with dedication and team work will achieve them.

## Owens Sydney – Steve Butler

Sydney has seen exceptional sales growth in 2017/18. Because of this, Sydney Transport reached their profit target and obtained their first profit plaque since 2014. This was largely due to our Sales Manager, Tristram McKay, who sold just under \$1.9m of new business in 2017. What a great performance by Tristram who was rewarded by being named the NSW Sales Executive of The Year at



New Sydney Side Loader



**Sydney Team**

(Back Row L-R:) Paul McCracken, Craig Connors, Josephine Riservato, Steve Butler, Annalisa Rizzo, Tristram McKay, Benjamin Gilks, Hugh Blaxland, Oliver Rozario  
 (Front Row L-R:) Cristian Montoya-Brohoquis, Nicholas Francis, Joseph Meteka, Emily Nicholls, Marcus Peat, Karyn Seed, Emily Tuitufu, Pasqua Riservato, Hirdesh Chand, Christina Papoulia

the Sales Awards Night in February. Congratulations Tristram!

It must be said though that new business sales are always helped by great work from the Operations team. It is one thing to find new business and another thing to service it well. Our Operations Team has performed

very well under difficult circumstances, particularly late in the year.

Whilst we continue pushing forward with our growth aspirations, we will be looking for alternative yard space in a Western Sydney location to help service that growth.

It has been great to see some fresh, young faces added to our team in recent times and there are more to come. We will continue to grow our team, both sales and operations, to ensure we hit our growth targets. Well done Sydney Team.

**Owens Melbourne – Mathew Coles**

Although we finished the financial year behind schedule we are extremely buoyant about what the new financial year will bring. We are looking to hit the ground running and push this magnificent branch up to levels never before reached.

Our Sales team has done an amazing job in securing large opportunities for Owens as have the great teams at Logistics and Air & Ocean in providing group opportunities.

We have increased our fleet to accommodate our growth and we are working through the process of painting them all red and updating our livery to ensure our fleet remains immaculate.

With two brand new Super B-Doubles joining our fleet in late March, we are looking to increase our productivity and margin to gain the maximum impact from our new business gains. A great deal of hard work, dedication and support from all brands has got us into a fantastic position heading into 2018/19 and we are all very excited by what lies ahead.

The recent 40 Year celebration was a great day culminating in a fantastic barbeque lunch that was enjoyed by all.

Bring on the new financial year, we are ready to go!



New Prime Mover in Melbourne



Melbourne Team (L-R): Antony Papalia, Ross Turner, Tony Henderson, Melanie Hynd, Krystal Fox, Jonathon Galluzzo, Mathew Coles, Nathan Zahra

## Owens Perth – Nigel Leggett

This year is flying by at a great rate of knots and to think we are already at the start of the new financial year is just crazy! The Sales and Branch Managers Conferences are all done and there is no time for slowing down.

Last year was a tough year for us in Perth and we are happy to see the back of it to be honest. The Perth container market has been extremely competitive and margins have been squeezed tighter and tighter with competitors willing to 'buy their work'. As a result we have fallen short of our

profit target but we are very confident of turning things around this year.

January saw us take possession of our new reach stacker which definitely looks the part and with plenty of bells and whistles it is already providing new efficiencies.

At the end of October we said goodbye to Aaron Fuery our Sales Executive who was rewarded for his hard work by gaining a position as a Branch Manager for the new Toowoomba branch. Good luck mate! Next month we will have a full time

Sales Executive selling in the Perth market and this will be our primary focus in 2018.

In February I was fortunate enough to be nominated to attend Outward Bound in Anakiwa, New Zealand. This was eight days of pushing ourselves and testing the limits in ways that you didn't think you could. After meeting 13 amazing people from our business from all around the globe, I can honestly say that if anyone gets the opportunity to go, get on board!

## Meet the Perth Team

(L-R:) Chloe Marshall, Tristan McFarlane, Mark Dwight, Gemma Philpott, Samantha Cox, Nigel Leggett



Bobby, one of our Drivers, cooking a Hangi for Mainfreight's 40th Birthday Lunch.





## Europe – Ben Fitts

**W**e continue to develop a business that is capable of delivering long-term, sustainable, profitable results across each division. Results that reflect the scale of our operation, and the amount of energy and dedication that goes into them.

This year has seen work continue on network expansion and intensification across each division; this will continue over the coming year. Increased training for our team continues as we move towards our goal to have more of our own team in place of temps. Investment in new trucks and trailers has led to a greater brand presence on Europe's busy roads. Our IT systems, both hardware and software will continue to be upgraded as we progress toward our goal to have reliable IT systems that are of real value to ourselves and our customers.

It is so important that as these steps are taken, that the forecasted gains

– be they improved quality, better efficiency, a stronger brand, improved financial results – are achieved, and this is where you are in the driver's seat Team.

The Air & Ocean network has welcomed the addition of Mainfreight Milan, Italy. New sales gains are contributing increased volume that enable the launch of new consolidated services by air and sea. Revenue has continued to grow in most branches, and we see consistency of profits from our key branches now, as well as overall profit for the division.

In the Forwarding business, increasing focus on own-network sales has helped build linehaul between branches; feeding our network is a priority. The opening of the Genk branch in July last year was an important step towards the creation of a Belgian network that is capable of delivering sustainable and profitable results. The opening of the new Ghent

forwarding facility in June 2018 will complete the current round of investment in our Belgian forwarding business and strengthen the Benelux distribution network.

The Logistics team has had another big year, having introduced two new facilities in Evergem and 's-Heerenberg. With two additional sites scheduled to be completed in 2018, the year ahead promises to be as busy as the last. By the end of the year we will have increased capacity, with facilities of the highest quality in locations that are well suited to drive future growth.

Team, thank you for the part that you have played in helping to build a stronger European business – it is appreciated. We have a huge 12 months in front of us, and as always remember that no matter what your role is, you can have an impact on the end result. Good luck for the year ahead!

### 5 things to focus on for the year ahead:

- KPI's – these drive our quality, keep them simple and use them.
- Sales call numbers – must improve.
- Focus on our network first.
- Hire well or don't hire.
- Keep it simple – don't overcomplicate, it slows us down.

### Celebration of Mainfreight's 40 Years

On 6 March Mainfreight celebrated 40 years of business. This was an opportunity to thank all our team members who work hard in order to pursue our 100-year vision. We are very proud to be part of Mainfreight and we look forward to another 100 years. All our teams in Europe celebrated this milestone, resulting in a lot of cool pictures! Pictures of the team celebrating our anniversary with cake, sandwiches, Belgian fries and much more.



Logistics Team Ghent: Dimitri Hautekeete, Stephen Addae, Nikolaj Moens, Kevin Mestdagh, Marien Pastoor



## The Mainfreight Way Training

We have redesigned the “Easy to Deal With” training into a next version, **The Mainfreight Way training**. In this course we focus on

- What is your role within our global business?
- What specific impact can you have in your role and team?

First we take our new team members on the Mainfreight journey so far and give an overview of our global and European facts and figures via the ‘Mainfreight Quiz’. We ask everyone to share how a day in their role looks like. With this we want to increase and reinforce their knowledge of Mainfreight as a global organisation, consider the global scale of our operations and see their part in it.

We answer the question ‘what makes us a special company?’ We do this by showing and discussing the video’s “the Culture of Mainfreight” and “the Legacy of Mainfreight”, pay in depth attention to our Three Pillars and emphasize why we have PAT meetings, open plan offices, weekly profit reporting, promote from within and our 100-year vision.

We discuss how team members can have impact in their role and team. We do this to make sure we maintain satisfying our customers (both external and internal) and of course how to do this via “Easy To Deal With” attitude and behavior. We explain the principles of ETDW and the pitfalls of the Valley of Excuses, including an



(L-R): Marianne Boschker, Anke Caspers, Joanna Ciurkot, Adam Kupczynski, Elena Iancu, Kasia Norek, Jonnes Jeuken, Marine Deniau, Paola Dos Santos Evora



(L-R): Joanna Ciurkot, Adam Kupczybski, Elena Iancu, Jonnes Jeuken, Kasia Norek, Marine Deniau, Paola Dos Santos Evora

exercise to discover and overcome daily challenges.

The participants finish their training by writing a short personal action plan with specific steps on what (more) impact they can have in their role.

The Mainfreight Way training is (should be) part of a new team member’s induction plan, the training is delivered regularly by our Training & Development Team or your HR person in your country.

## New Office Area for Mainfreight Ploiesti

End of December 2017 brought for Mainfreight Romania team a new, comfortable and brightly lit open-plan office, where all the teams from Logistics, Forwarding, Transport, Sales, HR and Accounting are now together.

Following our Mainfreight culture pillar, where we don't have hierarchy and superiority, the new investment gives us almost 600 sqms office area, with new ergonomic desks and chairs.

We are encouraging our team members to work together and to openly discuss all their problems, sharing the same office area being an opportunity for open communication.



## Air & Ocean Europe – Jason Braid

**T**ime certainly does go by fast and as we end another financial year we should take a moment to reflect on what has been achieved. Whilst there were some goals that were not ticked off, there are many more that were and our business is in a much stronger position today than it was just 12 months ago. You should all be proud of the business you are helping to build. Thank you.

Over the last couple of months it's been exciting to see the number of new Air & Ocean consolidations underway along with the enthusiasm these are generating. Consolidations are a crucial part of who we are and not only allow us to control our quality, they also ensure better margin while at the same time giving our sales

teams an exceptional product to sell. Please continue to move at pace here and search for consolidation opportunities wherever possible.

We've seen some good sales success of late, both in the number of new customers being gained and in the size of these new customers. But we want and need more. We realize that this growth can at times bring about operational pressures, however it is so important that we get the basics right and are always quality focused.

Whilst technology is an important part of our business, let's continue to be different and not hide behind technology as some of our competitors do. Picking up the phone and talking to our customers, or

jumping in the car and visiting them, goes a long way. It's been fantastic to hear stories this year from new customers who say 'there is something different about Mainfreight'. Let's keep being different!

Lastly, it is evident that there is a newfound self belief and confidence within our business and profit pledges put forward at our recent Branch Managers meeting clearly reiterate this. Whilst we have only just started and there is still a lot of work to be done, there is no doubt we are on the right path.

Thank you for the year that has been, let's now get stuck in and ensure that the year ahead brings even more fun and excitement that the one just gone.

## LCL Export Consolidations Europe to USA – contributed by Maarten Mol

Within Air & Ocean Europe there is a strong focus on setting up consolidations between Mainfreight offices. Currently we have consolidation boxes moving between Shanghai-Rotterdam, Hong Kong-Rotterdam and Rotterdam-USA.

On Monday 26th March, the Rotterdam export team loaded the first consolidated container going into New York, the start of a weekly consolidation service from Rotterdam to the USA. Based on the volumes per destination the unloading port will be decided. The teams in the USA will deconsolidate the container and distribute further throughout the USA. Although there is still enough room



Maarten Mol with the first consolidated container going to New York

for CBM growth, we managed to get the first 40ft container on the go (Ready, Fire, Aim).

Getting these first consolidation boxes moving is a great start to further intensify our network, service and margin.

## Mainfreight UK Running Challenge

What started as a way for the team to keep fit during the dark and grey winter months has turned into a serious race 'across' Europe!

The UK team has taken up the challenge to run a virtual course between many of the European Air & Ocean offices with a total distance of

3186km. All recorded runs are counted and to assist with clocking up the miles we have added a treadmill to our gym / warehouse.

We have given ourselves 10 months to complete the task with some of the team doing some consistent running for the first time.

We started in Nottingham, down to London, across to Antwerp, up to Rotterdam, up to Amsterdam, across to Hamburg and as we write this we are currently nearing Frankfurt (1559 km completed). We still have the long trek through the Alps to Milan before heading up to Lyon and finishing in Paris.



We are on track to complete the challenge by our 1st September target and with the warmer weather on its way we should be able to keep up the momentum. Not only has it created a bit of banter around the branch but the energy levels have improved and it is great to be able to promote a healthy balanced lifestyle at Mainfreight. The only thing left for us to do in September will be to decide how to celebrate our achievement and perhaps even set a new target...



## New Daily Air Export Consolidations – contributed by Ian Graham

Our export airfreight product in Europe has been growing steadily over the years, but the recent gaining of a significant export customer located in Belgium is set to give us a major boost and is a “game-changer” for our export airfreight program to the USA.

This new customer is set to provide over 1.2 million export kilos to the USA per year. We have made some agreements with the airlines, and this customer will form the baseload for us to move towards loading our own European consolidations. We are bringing cargo from far and wide across Europe to a central point in Amsterdam; where we have already started loading our own airline units and sending them across the pond to our brothers and sisters in the USA. The sheer volume of this baseload account allows us to offer daily services, with certainty around space



(L-R:) Gideon Lioe-A Tjam, Frederike Nordin-Stubbé, Esmee Heuvink

and transit time...and in the current market; this is a big advantage.

With all of our European offices from Germany and Poland in the east, Italy and France in the south and the UK to the west, all feeding into the Benelux

area to catch our allocated flights and contribute towards this consolidation; we have a great platform to further grow in this trade.

## Logistics Europe – Liane Philipson

The past financial year has been an exciting one for Logistics. It makes me very proud that as of January 1st I have returned to the Logistics family. I want to thank Dick Betlem for gracefully stepping aside to give me this opportunity.

Turnover and profit targets have been achieved and exceeded. The Logistics team in 's-Heerenberg was rewarded with the European Branch of the Year award. Hubert Kamphuis, our senior business development manager, was awarded with the European Salesperson of the Year award. New warehouses have been opened in 's-Heerenberg (NL), Ploiesti (RO) and Ghent (BE) and new customers couldn't wait to make use of our new Supply Chain Solutions. This customer satisfaction was also expressed in our NPS score: 8.4 out of 10.

Is there anything more to wish for or to improve? Always! Continuous Improvement is the rule we live by.

Our main focus this year is to Keep it Simple: let's make sure that we align current and future processes to ensure the ease of training and exchange of team members. Furthermore making processes more similar simplifies our IT set up.

For customers with high seasonality and steep growth figures we are looking at mechanizing part of our handling in order to meet their requirements and again simplify our processes.

At the end of the day we all know that our team members are our most important assets. To make sure we select the right team members and

keep the right team members on the bus we are revisiting our on-boarding and training processes.

We are fully ready to take on the next challenge of bringing Born (NL) and Zaltbommel (NL) live. Also for these sites we have new customers ready for implementation.

To quote one of our new customers: "Quality and Service Affinity of Mainfreight is clearly above competition". The team can be very proud on this feedback from a multinational customer. Whatever we do or change internally, we should never lose our excellent customer focus.

### New Logistics Center Born Almost Complete

Europe is becoming more and more blue. After the opening of our warehouse in Ghent, Belgium in September last year, we are at the final stage of the construction of our new warehouse in Born, the Netherlands. Our teams at Geleen, Sittard and Stein can't wait to move into this brand new facility in the second quarter of 2018. This new warehouse has the real Mainfreight look and feel.

Warehouse A is 16,000m<sup>2</sup> and will be mainly used for our existing business, warehouse B is 10,000m<sup>2</sup> and will, in the beginning, be used for a brand new customer that is moving in August 1st. In both warehouses there's room to grow.

From our new warehouse we can offer multimodal solutions since in the immediate proximity we have a barge terminal, quick access to the motor highway (A2) and accessibility to the Chemelot site (10 min drive). That gives us the opportunity to continue and extend our current customers. And of course add new customers.

Really exciting times for our new "Born team". We look forward to working as one team in our new facility.



Leo op de Beke, Sven Bronkhorst, Richard Cords, Ton Cuijpers, Mariëtte Debets, Marcel Destreel, Geert Eummelen, Jeroen Evers, Ron Frijters, Peter Grammé, Martijn van der Helm, Eddy Hermans, Werner Hoofs, Ferno Keesmeekers, Fred Kosack, Arno Kuijpers, Jan Nijssen, Michel Pierik, Frank Ramakers, Liesbeth Reyskens, Norman Ridderbeekx, Chris Roering, Karl Schubert, Frank Senden, Anke Smits, Nico Wuyts, Rob Zonneveld, Lesley Wouters, Pascal Stoffels, Mike Sniijders, Timo Reinink, Fred Paas, Eno Mober, Stefan, Maas, Marvin de Kok, Kevin de Graaf, Riana Brauwert - Bening, Robert Boumans, Roald Bosch, Mark de Boer, Kostikas Th., Manon Lindeboom

#### Some facts & figures:

- 26.000m<sup>2</sup> multi-customer warehouse
- 25 loading docks
- Shared team canteen
- Lots of job opportunities

## New Logistics Branch Zaltbommel (NL)

We are happy to announce that we will open a new Logistics branch in Zaltbommel, The Netherlands.

The total size of this building will be 50,000m<sup>2</sup>

To support our growing Fast Moving Consumer business we will open this branch in Q4 2018. Strategically it is important to have a FMCG warehouse located centrally in The Netherlands.



## Pick, Pack and Ship Together on Black Friday

Last year during Black Friday, we had a huge challenge for a Logistics customer to pick and ship a tremendous amount of orders in just 10 days. Months of preparations were made, a separate workplace particularly for this project was created in the warehouse, and team members were recruited within the branches to support with picking, packing, checking.

It was a quite an extraordinary logistical exercise. It was so exciting to see the team effort that has gone into this project with Mainfreighters from all over the Netherlands and Europe offering an extra set of hands so that all end-customers around the world receive their orders on time.



Well done team, outstanding effort – it's times like this that the Mainfreight Team spirit really shines through. Special People, Special Company!

## Logistic Team 's-Heerenberg celebrating Branch of the Year 2017

On 6 March our Logistic Team 's-Heerenberg not only celebrated our 40th anniversary but also celebrated being the European Branch of the Year 2017, a great achievement as it is the second time (also winner in 2015).

We thank our team members for their effort, energy and great ideas for the improvements given. Keep up the good job!



## Forwarding and Transport Europe – Frans Zuidgeest

**T**he European Forwarding and Transport team has shown a good improvement in revenue over the financial year 2018. However we need to be better at converting this revenue to more profit.

The Mainmove software platform project has continued to move on. All Forwarding shipments in the 's-Heerenberg branch are handled via the new system. The next step is the implementation of the cross-dock functionality, followed by the European roll-out. The new system offers us the necessary transparency and workflow based working. Soon the connection with the new data warehouse will be completed.

In July the new cross-dock in Genk, Belgium, has opened. The results start to improve as we handle more volume. Part of this volume is

originating from the southern part of The Netherlands. This forms part of our plan to serve regions in the most efficient way irrespective of country borders.

Further on you will read more about the investments in our new fleet. Travelling across Europe you will see the Mainfreight brand more on the streets. One of our potential US customers told us he spotted a Mainfreight truck in the Paris city centre while he was enjoying his holiday and was surprised when we told him this is a common sight.

Our branches have grown in the number of connections to European hubs and increased the number of departures. The line-hauls between Mainfreight branches have also increased, a process that continues to go on.

Increased volumes in the market and lack of drivers puts pressure on our teams. We have to be creative in finding ways to move freight. We train our own drivers starting in a van and grow to a truck license. Also combining freight across branches will enable us to increase the utilization of our own and subcontractor fleet.

In June this year we will move into our new cross-dock location in Ghent (Belgium). An exciting step into a sustainable future for our Ostend team. All is running according to plan, we wish the team a lot of success completing the move!

Across Europe we have to continue to focus on our performance. Weekly KPI report, line hauls boards and sales calls are important instruments.

### Important to remember: *It is about the actions that we take!*

- Take the customer's view in our approach.
- Increasing our line-haul utilization, cross-dock productivity and stops per truck will improve our gross margin.
- Availability of status codes will reduce the number of inquiries we get.
- Cleanliness and tidiness will create a better work environment.
- Be practical in our approach, use your eyes and ears, these tell probably more than emails and spreadsheets.

Over the year we have been confronted with several team members with serious health issues. Our health and wellbeing are very important, take care of it and look after each other. We are operating in a challenging and demanding environment that requires a lot of us. Going out to others e.g. visit the dock or other branches, doing things right the first time and sharing successes will make us a stronger team.

### More Mainfreight Branded Trucks on the Streets!

The renewal of our fleet is continuing, new trucks in Mainfreight style are put on the road. The investment plan for the year ahead has been made. Once this is implemented we have over 80% of our tractors in Mainfreight colours and over 65% of our trailer fleet. In Belgium our fleet will be completely blue after this. Together with our two new facilities we have a great visibility on the market. The new

fleet investments will also include the first van for Genk, a next step in our development. Also further developments are realised in the fleet type that we invest in, examples are two new B-doubles (truck with 2 trailers of together 25.25m length), double stack, trailers with tail lifts, swap bodies with easy opening doors and mega trailers.

### New trucks for France and The Netherlands!

Together with our owner drivers and partners Mainfreight France decided to draw a line in the sand last year and to further up the level our standards in terms of image and branding.

Against a fair commitment from us they invested in 15 brand new trucks last year that can now be seen in the Paris streets! No doubt that this investment was worth it when we see so many positive messages, even coming as far as the US!



Also in The Netherlands our fleet will be renewed this year. In total we will have 24 new trucks and 33 new trailers and swap bodies on the road. Our workshop is already busy to have these brand new trucks on the road. We wish our transport teams of France and Netherlands success with their new equipment!



## Network Focus between our Branches

One of the good examples of our latest development within Europe is the cooperation between our branches by establishing new weekly and daily groupage linehails.

By expanding our groupage network, these linehails offer our customers a faster lead time, which is of great importance in our growing business.

Our Forwarding Teams visited other branches, not only to get to know each other but mainly discuss the opportunities for future growth with a focus on intensifying our network. This resulted in creating new groupage linehails between The Netherlands, France, Poland, Romania, Germany and soon Italy.

We are convinced that these kind of meetings strengthen the bonds between our "Mainfreight Brothers and Sisters", which also contributes to the dynamic development and growth of our joint business.



Team France visiting Team Poland



Team Romania brainstorming opportunities with team Poland

## Working Together

We had an incoming truck from Turkey with 600 rolls of textile. We received a message that the customer no longer had the capacity to unload and of course our truck could not wait for two weeks.

So the only thing what we could do in this short notice was to work together as one team to get these rolls out of the truck so the driver could take off in time. We managed to find several team members within 10 minutes. At the end, a total number of 600 rolls were unloaded within 45 minutes! Not only did we worked together as one team but also had a great laugh!



(L-R): Mick Arendsen, Salih Bal, Menno Diepenbroek, Tim Schenning, Bob de Ruijter, Niels Hendriksen, Pascal Kuiper, Roy Verploegen, Rifat Bugdayci

## New Zealand – Craig Evans

**E**ach year at our annual Branch Managers meeting, we select our Branch of the Year in a hard-fought contest. This year in particular we would like to further recognise our two finalists for the Branch of the Year.

The deserving winner, Airfreight Auckland from the Air & Ocean business, finally eased past the Mainfreight 2Home Auckland team as a result of their record of consistently delivering strong results over many years, during which time they themselves have been beaten to the prize. Furthermore they are part of the clean sweep by Air & Ocean of all this year's major awards including Sales Team and Sales Person of the Year.

However, it is impossible to ignore the potential of the Mainfreight 2Home business as they continue to refine

customised delivery within a changing market space that seeks new and different services.

To the rest of the Domestic Transport business, this product can no longer be viewed as a side dish to the main event of domestic freight forwarding. Mainfreight 2Home Auckland offers a

means to improve the quality of revenue, making this brand more strategic with added potential through its operating disciplines.

Specialisation comes with higher barriers to entry, affording us the opportunity to broaden existing relationships or capture new ones.



Greg Cooper, Owner Driver Mainfreight 2Home, has recently invested \$500+k in equipment for his Auckland/Christchurch run: 132 m<sup>3</sup>/50 max – thanks Greg, it's a beautiful thing!

### Refining our Culture - Some thoughts:

- It is important, not to mention simply courteous, that when a person goes out of their way to provide a sales lead, they are provided feedback of the outcome. If we don't, we risk losing future contributions.
- There are two reasons why people do not get things done:
  1. It is not important enough
  2. They don't believe in it
- With this in mind, when considering which one is impeding team participation, take some time to explain 'why' we do things; provide an explanation of its relevance to them as individuals and to the business.
- Our business will be enriched if we have the courage to hand greater responsibility to our intelligent rookies who possess good character. A positive attitude coupled with passion is a fast track to knowledge. Tenure is not the measure of experience.
- Please remember we are not a courier company promising next morning delivery. Our pricing is based on the efficiencies of load sharing between multiple customers – a tried and true formula. Watch for more on this topic during 2018.

### Keep Thinking

Branches that don't have docks, or are squeezed for dock space, should consider a portable modular dock engineered from converted 40ft container bases with legs (minimum of 4), to assist safe height linehaul discharge that doubles as a rear loading platform for PUD trucks. A design plan is being commissioned for circulation.

### Network and Facility Expansion

We are delighted that a new, significantly larger facility is finally on its way for our deserving Domestic and Air & Ocean Mount Maunganui teams. In early March we signed a long-term ground lease with local Iwi for five hectares of land to build our most modern freight facility yet. Earthworks have commenced with an expected opening late 2019 to early 2020.

Investigations continue into commissioning freight facilities in both Whakatane and Levin. This is all part of intensifying our network to shorten delivery times to market and reduce costs to serve the regions. Increased freight volumes are allowing us to accelerate these initiatives.

## Easy to Deal With

We are refreshing our 'Easy to Deal With' campaign as we continue to remind ourselves that the customer is king. As servants to that objective, we need to remove obstacles and improve the tools and mind-sets to ensure a positive customer experience.

## Our Driving Team

To the Owner Drivers who have made the transition to upgrade their equipment to comply with the "not older than 10 years rule", thank you. The positive feedback and chatter from all quarters, including our customers, about the lift in our image is one reason this is so important. To those who haven't, please get this underway

## Consignee Campaign

Having our teams on the ground covering the majority of New Zealand gives us an advantage to nurture and build key relationships with the consignee. It is too easy to forget that the consignee is the ultimate judge of our services, making it imperative that we embrace and invest the time to know and understand their needs.

When this investment is made, we win credits for tolerance and often gain market intelligence to identify other prospective work. Never underestimate how much outward business is generated by consignees. Often it's a valuable calling card for access to previously undetected opportunities.

immediately as exemptions are not available.

I also ask that we stop all incidence of handheld 'phone use while driving. I have seen this first hand; it's dangerous and draws negative attention, threatening what we are striving for which is to be the best

presented, most professional driving team in the land.

In closing, we wish our Australian colleagues well as they embrace and navigate the roll-out of the Mainstreet software platform. It's another important step to uniformity, recognising that our two markets are becoming more interconnected.

## New Zealand Forwarding – Carl George

**O**ur Domestic Transport business in New Zealand heads into the 2018/19 financial year full of enthusiasm and energy. We have become good at playing a game of two halves, and this past year has been no different.

For the majority of the year we operated with no direct through-rail services between Auckland and Christchurch, and in some weeks no rail at all, forcing us to move significant tonnage by road and coastal services.

We start the new year having mastered our new Mainstreet software platform and have started to look for areas of operational improvement and efficiency, as all teams become more comfortable with the system.

This past 12 months saw the reintegration of the Cromwell franchise back into Mainfreight ownership. Many long hours, gallons of polish and a sharp focus on service will pay dividends for us in this important and growing part of our network.

With the continued growth in regional areas of New Zealand, we appointed a

new Branch Manager to head up our Masterton operation, and throughout 2018 will look at opportunities to further expand our presence, potentially in Whakatane and Levin.

In the next five years we will see a considerable amount of building projects take shape throughout New Zealand, to continue to grow our business and ensure we have the best facilities to give our customers the outcomes they expect from us.

It has been pleasing to see several team members step up into Branch Manager roles for the first time in 2017, and with an appetite to further expand our network it will create more leadership roles for the team to aspire to.

We continue to work with the Logistics and Air & Ocean teams to enhance the links across the business, better understand their service and operational requirements, and ensure we are providing all transportation services to give our customers an end-to-end Mainfreight experience.

As we head into our 41st year, it is important to remember the special building blocks that were put in place

(or invented) 40 years ago, that have allowed the business to become what it is today, and represent how we do things around here.

Every branch in 2018 has plenty to work on, let's make sure all the key areas of improvement we have discussed as a team in the last few weeks are delivered on.

### Things to Think About This Year:

- Concentrate on your 'patch'. Every variable you and your branch are in control of needs to be the focus.
- More walking about in your operation this year. Make sure you are all over what is going on in your branch and how they are presented on a daily basis.
- Own your branch KPIs. Everyone must manage these and be accountable.
- Keep developing good people for the business and be prepared to share them with the wider group
- Aspire to win 'Branch of the Year' (BOTY)

## Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Mar 2018	To Sep 2017	To Mar 2017	Branch	To Mar 2018	To Sep 2017	To Mar 2017
<b>Chem Auckland</b>	<b>2328</b>	<b>2637</b>	<b>2240</b>	<b>Whanganui</b>	<b>5943</b>	<b>5780</b>	<b>11579</b>
Whangarei	1510	1211	893	Chem Auckland	5106	4366	3310
New Plymouth	1359	1217	1104	Ashburton	1816	1562	2375
MF Hamilton	1013	1319	1009	Taupo	1814	1354	2266
Ashburton	1004	2839	327	Chem Christchurch	1693	2868	5165
Invercargill	709	654	620	Owens Auckland	1444	1152	1461
Palmerston North	670	671	1275	Thames	1351	1113	1050
Rotorua	662	774	637	MF Christchurch	1209	1430	1269
Mt Maunganui	660	600	507	MF Hamilton	1137	1133	1309
Chem Christchurch	658	530	723	MF Auckland	1078	726	1434
Thames	636	572	516	New Plymouth	1023	845	1105
Napier	630	551	752	MF Wellington	945	879	1105
2Home Auckland	618	543	523	Mt Maunganui	923	927	912
Whanganui	605	751	1119	DF Auckland	902	856	1915
Dunedin	580	759	600	Palmerston North	902	939	1344
2Home Christchurch	544	433	596	2Home Auckland	901	769	1053
MF Wellington	533	484	392	Rotorua	853	1159	1674
<b>Total Company</b>	<b>498</b>	<b>469</b>	<b>529</b>	<b>Total Company</b>	<b>843</b>	<b>771</b>	<b>1097</b>
DF Christchurch	483	409	355	Whangarei	776	802	662
Owens Christchurch	457	351	438	Invercargill	749	828	1029
MF Auckland	453	433	447	Napier	738	683	1290
MF Christchurch	391	377	299	DF Christchurch	731	637	1051
DF Auckland	379	352	610	Owens Christchurch	653	543	790
Blenheim	348	461	582	2Home Christchurch	597	427	597
Owens Auckland	290	278	673	Blenheim	568	528	974
Nelson	286	227	145	Dunedin	500	429	657
Cromwell	193	142	274	Nelson	321	299	588
Taupo	117	164	306	Cromwell	312	239	420

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.

This is the first Claims Performance produced under our new Mainstreet platform, and reflects a more rigorous methodology to improve clarity and visibility.

## The Big Hoot

A combined effort from Mainfreight 2Home Auckland, Mainfreight Transport Auckland and Mainfreight Hire was required to help set up The Big Hoot art trail across Auckland for the Child Cancer Foundation.

Over 100 white owls were delivered to New Zealand artists and schools around Auckland to embellish with their own design. The completed owls were then picked up, delivered and installed at various locations on the trail.

After five months of careful planning the team had three nights to complete the task. We used HIABs, Moffetts and special two-man teams to make the deliveries to malls, libraries and



key landmarks around Auckland. Some owls needed to be specially hand installed by our team.

The Big Hoot art trails ran for two

months and once completed, we picked up the owls and delivered them for sale by auction. A fantastic total of \$382,450 was raised for The Child Cancer Foundation.



## Mainfreight Hamilton – Carlos Hicks

Carlos Hicks, who is one of our loaders here in Hamilton, won his first world title (IKBW) which is the International Kick Boxing Federation title, quite an achievement!

At 27 years of age, Carlos started with us back in 2010 and left in 2016 to head over to Asia to complete an advanced training regime. He returned in January this year and slipped straight back into the load out team. Well done Carlos!



## Mainfreight Wellington Legends

A special milestone for a group of special Mainfreighters. Nothing beats experience and this bunch of legends have plenty. A significant place in the history of the Wellington branch, congratulations guys and girls!



(L-R:) Robert Vincent 33 years, David Priestley 45 years, Ian Black 35 years, Herini Moeahu 30 years, Alapati Aiono 30 years, Barbara Vincent 30 years



Seila Fiso 33 years

## Kiwis in the Big Apple

In August last year Karen Powell (FTL North Island) and husband Wayne (MF Tauranga), travelled via New York, en route to a Baltic Cruise. Stepping into Times Square on day one, the first thing to greet them was a Mainfreight Truck. Fortunately Wayne was wearing his MF cap, so of course introduced himself to the driver. Small world!



## Transport Managers Meeting 2018

In March we held our first ever Transport Managers meeting in Auckland. A positive two days that covered transport-related topics, including fleet standards, delivery performance and peak season management.



(L-R): Carl George, Maree Toa, Darryn Scurr, Gary Dyason, Tom Morgan, Lane Bynon-Powell, Scott Collings, John Dash, Phil Frost, Colin McTurk, Sidney Ene, Tony Inia, Barry Clark, Vanessa Johnson, Keith Kenyon, Paul Fincham, Calvin de Boer, Joylene Malofie, Louise Day, Anthony Chadwick

## Harvest – Central Otago Wine Country

Nathan McElDowney and the Cromwell team have just completed their first 'harvest'. Over a period of almost 5 weeks, 7 days a week, we provided services for the collection of 5,000 tonnes of grapes, involving four trucks, two 4WD forklifts and some tired drivers!

We provide harvest services to 12 wineries, with a combined 60% of the total grape harvest in Central Otago.



## Mike Tapper 50 years

Mike Tapper, Daily Freight Auckland recently celebrated 50 years of service to the business. Mike started way back in 1968 for the Sea Freightways business. Over the years Mike has worked in many roles, including operations, branch management, claims management, equipment and fleet leasing roles. A true legend to us all. Well done Mike!



## Allan Murray 30 years

Allan Murray recently celebrated 30 years of service to the business. Known as 'Big Al' to many of us, Allan started out with Mainfreight in 1988 at Southdown Lane as Operations Manager, moving to LEP International managing a packing station, before moving to Chemcouriers, where he currently resides. Allan has been the engine room behind the growth and development of this business. Well done AI – legend!



## Hamilton Farm Lifter

The Hamilton team have recently taken delivery of a Palfinger 'Crawler' – the first one put into service in New Zealand. It has a lifting capacity of 1.6 tonnes, is remote controlled and will be used for the expanding direct-to-farm services we provide for our customers. It will also be available for additional Hiab delivery services throughout the greater Waikato area.



## New Zealand Logistics - Mitch Gregor

**S**ome people dream of success ... others wake up and achieve it

If there is something that you have wanted to achieve for a long time and have never been able to do it, then maybe you should adjust your approach. Those who work hard and sacrifice, are more likely to achieve than those who just talk about it.

It's the same with business, your job, and your career. Stop looking at others achieving their goals in life and start focusing on your own.

We are a team, and in every team it's the combined efforts and the achievements that everyone makes, that bring success. If every one of us contributes to Mainfreight globally it will make us stronger and we will achieve better results together.

More than ever the opportunities for you to have an amazing career are right in front of you; work hard, embrace our culture, share the stories, and learn about what makes us special. Everyone is important in this business, it's a great company.

For New Zealand Logistics our year end results for March reflected a solid year much has been achieved, yet there still remains plenty to do. Like high jump, the higher you reach, the higher the bar goes.

As we think forward it's important to not forget the high fixed costs of

operating our business, and the cycles of ongoing investment required with continued sales growth and the commissioning of new facilities.

We have learnt that this business, more than any other in Mainfreight, steps forward with momentum, reaches critical mass and high utilisation, after which we re-engineer and look to recalibrate. Eventually we reach tipping point where we will need to commit to additional property providing us room to grow and step up again. This often requires investment ahead of time.

A high level summary of some key things we are currently working on across Logistics:

- Getting the right customers into the right warehouses to improve our service and financial results. We find there are many variables and smart decisions provide us scope to improve margin.
- Improving the quality of revenue out of our existing facilities through operational re-engineering and better use of technology; this will help us not only to improve accuracy, but provide real savings in time and labour.
- Focus on splitting team shifts across our larger sites (traditionally Logistics sites have worked normal business hours of 7am - 5pm). With high fixed costs in rent, labour and material handling equipment we can gain greater efficiency

through working smarter not harder. We are finding a shift towards high demands across our customer base at the start of the week due to retail replenishment post weekend sales. This provides an opportunity to access a different labour market and provide flexibility to our growing team with young families.

- Sales growth and more focus on larger accounts to underwrite a good base for our next warehouse. These will give us scale, activity and profit.
- People development and succession planning across all areas (developing the next generation of leaders). We are reviewing our collective approach towards our current induction programme and future leaders.
- We continue to explore a way to develop and get more involved in our regional warehouses (where sustainable) in Hamilton, Tauranga and Cromwell under the Logistics business umbrella.
- More focus on pallet control and hire pallets across all branches along with providing our team more support to improve performance.
- Finalising and submitting our required safety cases for the Owens-branded Major Hazardous Facilities in Auckland and Christchurch, due April 2018.

### Goals for the Year Ahead

Some simple goals for the year ahead and some key areas of focus include:

1. Continued focus on account management and continuous improvement
2. Expand our new business pipeline and prospects for 2018
3. Every branch to achieve their profit targets for 2018/19
4. Embrace technology and improve the use of tools available for improved efficiency gains
5. Career and leadership development of our people, providing greater opportunities for our stars
6. Driving and developing quality through improved processes, standardisation and training
7. Improve our approach towards hire pallets
8. Achieve 100% Critical and over 90% Total in branch audits (these measure and relate directly to quality)
9. Embrace productivity measures and IRAs (inventory record accuracy or cyclic counting)
10. Lift our image

Thank you to everyone in the Logistics team across New Zealand for your continued efforts and the commitment you and your families make to ensuring our business is successful. We really appreciate your hard work.

## Mainfreight Logistics Cromwell

Our team recently received a special order of one bottle of wine for a customer who happened to work at one of our competitors (based down the road from us), so our team made the extra effort to deliver it in style...and drove right into their building!



Clarke Hegan and Jayden Kennedy

## Service Legend Ama Valu celebrates 20 years

Recent 20 year service legend Ama Valu from our O'Rorke Road Auckland operation celebrates with his Branch Manager, Paul Claydon. Ama has been part of the branch since it first opened its doors, where he began working alongside his father Johnny (who still works for us at Railway Lane Logistics). Thanks for everything you do for us Ama!



Ama Valu and Paul Claydon

## Customer Warehouse Layout Workshop

Our next workshop will be presented by Jonty Judge, and the objective of this session is for the team to understand the concepts of warehouse setup and link this to how it directly affects our ability to reduce labour and equipment cost to improve ROR. The below will formulate the discussion topics:

- MIMS aspects of laying out a new or existing customer within a warehouse
- Using import templates for bulk uploading of product and pick face data
- Analysis of fast moving products using MIMS reports or customer sales data
- Finally how this translates into setting up pick faces and slotting the customer



Westney Road - a great example of improvement through improved learning and hard work

## Major Hazardous Facilities (MHF) – contributed by Courtney Bould

Owens Logistics in Auckland and Christchurch have recently experienced a period of great change which has invigorated these branches and elevated team members' skillsets. Why? WorkSafe NZ has developed new legislation called Major Hazard Facilities (MHF). This requires all New Zealand businesses that store or process large quantities of hazardous substances to submit a Safety Case to prove that they are safe to operate. Owens Logistics are classified as Upper Tier MHFs due to the huge amount of chemicals stored on site.

The Safety Case is essentially an argument for why we're capable of storing such large quantities. Think of it as the largest school project you have ever done, then multiply it by a billion. This has left no stone unturned at these branches: signage, operational layout, manuals, procedures, and training have been ripped apart and built back up again. In Mainfreight fashion of course!

The success of this project is thanks to the team who are passionate about best practice, safety, and quality. Andrew Maxwell and Courtney Bould have headed the project with a core team of Nikita Swarts, Jeremy Williams, Andrew Sesani, Emily Fowler, Becs Hayward, and Jodi McLaren.



The MHF Project team (L-R): Emily Fowler, Andrew Sesani, Jodi McLaren, Andrew Maxwell, Becs Hayward, Nikita Swarts, Jeremy Williams and Courtney Bould



Andrew Maxwell, Jodi McLaren, Jeremy Williams, Nikita Swarts, Andrew Sesani, Courtney Bould

All team members in each branch have significantly contributed to the quality and value of the project's delivery.

Our team submitted their case in early April and through lots of hard work

and effort we have transformed our operations from warehouses that stored hazardous goods to a cohesive team who are world class chemical specialists. Thank you to everyone who has contributed.

## Logistics Workshop Series

### Cross Fire and EDI Workshop

As part of continued learning this year our team, led by Kris Maddaford, is putting together a series of learning workshops for our Logistics team that will be held within our operations.

Our first training workshop held recently presented by Kishan Dhanji was to get our team to better understand some of our processes and systems. This was held at Manu Street and was dedicated to EDI interfaces (an electronic means of receiving files and information from our customers).



'Who needs Barack Obama when you have Kishan Dhanji'

## Mainfreight Air & Ocean – Nic Kay

One year has passed and as we launch into the new financial year, it just amazes me how quickly each year passes, reinforcing the fact that we work in such a fast paced global business in such a dynamic industry. This also serves as a timely reminder of the pace and urgency we need to apply as a business, to ensure we stay aligned with customers' requirements, global markets, and our growth expectations.

With this said, it's good to take a bit of time to reflect on what we have accomplished as a team in the 2017/18 year. It was a year of "steep change" for our Air & Ocean business across many areas as we continued to expand and to build the regional presence that has lifted our brand profile and market share.

We have experienced good sales growth not only in the regions but also in the main centres as we continue to offer customers supply chain solutions across our ever expanding global footprint and service capabilities. Our commitment to team development ensures that we are resourcing this growth with the "best" team to provide the "best" customer experience and service levels; this will remain a key focus as we continue to grow.

Positive achievements against all our key performance indicators has seen our profitability increase to deliver the best ever result for the Air & Ocean

Thank you all very much for your commitment and the dedication you bring to our business every day and for making a difference in 2017/18. The ongoing support you and your families and partners provide to our business is very much appreciated and sets us apart from the others!

business in New Zealand – something all our team should be so very proud of.

The dedication and commitment you have all contributed was recently acknowledged at the Sales and Branch Managers Conferences with our Sales Teams having a clean sweep of awards and the Salesperson of the Year being awarded to David Zhao from our Auckland sales team.

Our Branch of the Year award is one with substantial legacy and prestige tagged to it – it holds a special place in our business and is very tightly contested every year. This year our Auckland Airfreight team took out the Branch of the Year award. We can be very proud of what we have accomplished as a team this year – thank you.

The hard work now lifts to another level, and we still have a lot to do! Our key focus must now be on building on this momentum and growth through a committed team of the best people to deliver the "best" customer experience and service levels to our customers.

As a team we all need to be focused on the three key deliverables for 2018/19:

### Customer Excellence

- Professional communication (phone/email etiquette, knowledge of the customer)
- Proactive communication – own the customer!

- Customer "FIRST" approach, being Easy to Deal With as a business
- Customer on-boarding checklist for all customers as they start with our service
- Structured account management plans, with multi-level relationships with customers
- Increased global communication and alignment with our global teams

### Building and Developing Team

- Structured appraisal system and mentor programmes
- Ongoing skill alignment/training – pathways specific to Air & Ocean
- Induction process and checklist
- Training register for every team member
- Better use of Project Teams in the business
- Recruitment/succession plans

### Maintaining Momentum

- Brand growth – internally, more cross-selling and knowledge sharing across our teams globally
- Sales growth – increased activity levels
- Everyone in the business is a sales person
- Air & Ocean brand – market awareness
- Quote conversion measurement
- Have FUN!

## From the Sea to the Sky – Balloons over Waikato

Our team from Air & Ocean Hamilton has been lucky enough to be a part of the Balloons over Waikato event for four years now. We import the hot air balloons and baskets from all over the world.

This year our teams in Canada, USA and Australia worked with the local balloon pilots to ensure that their equipment was handled correctly with appropriate documentation for their sea freight journey. With the balloons only here for the duration of the event, the goods entered the country under Temporary Import Approval (TIA) which allows the balloons to arrive in the country GST exempt.

To make the process easier for both parties our Hamilton depot is now approved for MPI inspections, previously this had to be done in Auckland. The balloons arrived to our depot in an "insect-proof truck" for inspection. MPI required the balloons to be partially inflated for this inspection.

Balloons over Waikato Trust has been running this event for 18 years, drawing over 100,000 people, over 5 days. All proceeds from this year will be going to Waikato Sunrise Rotary (who provide over 150 volunteers to help during the event) and Waikato Breast Cancer Research Trust.



## Books in Hospitals, Vanuatu

Air & Ocean Dunedin has worked with the Rotary Club of Dunedin to supply donated goods to the Islands over a number of years. Our latest project was to get books up to Lamap Hospital, South Malekula, Vanuatu. The hospital uses these books to help educate the local children to read and write. As you can see, the books were very well received.



## Team Building in True Mainfreight Style

The Air & Ocean team here in mighty Kirikiriroa (Hamilton) set out to challenge themselves and boost team morale. What better way to do so than to take on a climbing challenge together! The combination of exercise and team building would be the perfect way to break down barriers and really get to know each other. Apparently teams who are in pain together, stay together ...

It was decided that a Wednesday morning before work would be the ideal time to all get together 5.50am in Ngaruawahia and set off up the 1,349 steps of the Hakarimata trail. There was blood, sweat, and tears but everyone survived!

It was such a success that they have decided to do it every week ... well maybe every second week!



(L-R:) Ben Good, Amber Woodward, Charles Day, Carman Hadfield and Albertine Woodd (Absent: Greg Waylen)

## Project Work – New Plymouth

Another day, another project shipment for the New Plymouth Air & Ocean team! We brought in twenty-six 20' containers in one shot and over eight days we moved all the containers down from Port of Tauranga to New Plymouth. On arrival in New Plymouth these were

all de-vanned by Ed and Brendon and staged for delivery by product type for our Transport team to move to their final destination.

Photos show the back area and just some of the product being staged.



## Auckland Airfreight Dry Freight Store Conversion

Construction has begun on the Dry Freight Store conversion at Westney Road. When finished this will be an approved RMP facility for ambient animal and dairy products and will be utilised by our Auckland Airfreight

team. The completed facility will have three additional chillers and an ELA (environmental loading area) in addition to the existing chillers and freezer. That gives us five chillers to meet our customers' requirements;

more than most other forwarders on the airport.

Construction is due for completion August 2018.



## Warbirds over Wanaka – contributed by Mark Willis

The “Warbirds over Wanaka” International Airshow is held every two years over the Easter Weekend in Wanaka, and 2018 marked their 30th anniversary. Once again our Dunedin team was involved this year, ensuring classic aircraft attending the Warbirds Over Wanaka airshow were processed, cleared and delivered on time to allow the aircraft engineers to reassemble and air test to the CAA's stringent standards.

Our thanks go out to our Transport Teams in Dunedin and Cromwell for making it a smooth transition.

Feedback from Ed Taylor, General Manager of Warbirds over Wanaka: “Hamburg-Sud were fantastic helping us get the Buchon here from the UK in 2016 and now they've continued their amazing support by agreeing to transport the Buchon again for this year's Airshow. Mainfreight has also agreed to help out looking after all the logistics at both ends. Without the support of the aircraft owners and Hamburg-Sud and Mainfreight this simply would not have happened,”





## Mainfreight Asia / CaroTrans Asia – Cary Chung

The 2017/2018 financial year has been a very “bumpy” year for Mainfreight Asia. For the first time in many years, we are not pleased to announce that our profit is behind last year by 20%.

Our aim here in Asia is to contribute to the wider Mainfreight group and also to make a buck. Our aim each week, month and year is to be ahead of the previous by at least 20% and not behind.

Our logistics and LCL businesses had a tough year, mainly due to sell rates being too low and less than what we would like, as we continue to grow our groupage offering within our core trade-lanes.

Air & Ocean is still our major focus here in Asia and selling within our own network is our first priority.

Our free-Hand business on the other hand had a stronger finish, contributing well to our overall revenue and profit.

Looking forward to the new financial year we know we face some tough challenges, but we have the team to do it!

### Thailand

Mainfreight Thailand has worked with the Mainfreight USA team to win a recent cargo project moving oversized and heavy weight; four units of drilling equipment from Vientiane, Laos to Hueneme, USA.

It was our first experience in which we had to manage everything from door to port. We spent over two months gathering the information and also visiting the customer in Laos to finalize and get all things done before the move. Lots of preparation and coordination!

- Moved the equipment by using low bed trucks crossing Laos's border into Thailand and re-export to USA
- Customs clearance process in Laos and Thailand for these high value items
- Dealt with NYK for RORO arrangement
- Loading and lashing with specialist team at Laem Chabang deep sea port of Thailand



Loading and lashing in Laos  
Nawarat Chalitapanukul (Aey) & Withanya Ceetantivech (Mo)



Finally, it took us over a week to complete the physical project with a positive end result. The customer appreciated our efforts and our professional service in supporting this project.

## Asia Branch Managers – Europe Trip – contributed by Cici Wang

As a business, we have recognised the importance of our Europe-Asia trade-lane, and have been working to improve and develop this area. At the end of 2017, seven Asia branch managers, together with me and

Cary Chung (Regional Manager Asia) visited the Mainfreight Europe offices, doing sales calls, meeting team members and having group discussions about issues and future development.

The basic idea is for team to understand more about business from both sides; having ideas about developing each section of business mode; discussion/action plan with specific products for next step development.

This is my first trip after taking the Europe trade-lane manager role and also my first trip to Europe. I think this is a great opportunity to learn, see and feel. Firstly it's always great to put a face to the name.

Getting closer relationships with the lovely EU team and getting to know what they are like in person.

Then during our discussions, we get to understand our strengths and

weaknesses, which will benefit us when we are selling in Asia. We are still young in both Europe and Asia, and it's great to be involved in this exciting development process.



Back (L-R): Sage (Tianjin), Denis (St Petersburg), Camille (Paris), Lukasz (Warsaw), Sebastian (Frankfurt), Bradley (UK), Stanley (Taiwan), Vincent (Guangzhou), Maarten (Rotterdam), Jake (Europe A&O Sales Manager), Jason (Europe A&O GM), Giorgio (Milan )  
 Middle L-R: Vicky (Qingdao), Dermot (Asia TLM), Cici (Europe TLM), Joan (Shanghai), Christine (Brussels), Sunny (Ningbo), Jenny (Shenzhen)  
 Back L-R: Remy (EU Regional Support), Patrick (Antwerp BM)

## Shanghai

The Shanghai team recently organised and hosted an Appreciation Banquet to which we invited our valued customers and vendors. The purpose of this banquet was to show our gratitude for all the support they have given us over the years and to have a chance to strengthen our relationships.

The event took place in New Zealand Central in Shanghai, where guests enjoyed delicacies and wines from New Zealand in an open atmosphere that encouraged interaction and networking. Over 80 guests attended, making it a stimulating evening with memorable moments. This was the first time an event of this type has been organized in Asia and based on



Back (L-R): Arron Wu, Michael Xu, Cherry Wang, Billy Zhang, Joan Ji, Matt Xu, Minnie Zhao, Frank Fei, Andy Liu, Eddy Yao, Alex Guo, Wind Zhu  
 Front (L-R): Steven Wang, Sage Chang, Cici Wang, Echo Mao, Jenny Shui, Joanna Fan, Wing Wang

the success there will be others to come. The appreciation banquet was a great opportunity to showcase the

Mainfreight culture and further establish the trust and friendships.

The other event for the Shanghai team was the New Zealand Kiwi Ball in Shanghai which we sponsored and participated in as a way to demonstrate our gratitude for all the support from NZTE over the years and to strengthen our relationships.



Back (L-R): Wind Zhu, Ian Graham, Michael Xu, Aaron Wu  
Front (L-R): Daisy Li, Louise, Lynn, Cici Wang, Steven Wang, Clark Chen



## Sales Training

Our new Sales, Tradelane Management, and Product Management team members from Mainland China, Hong Kong, Taiwan, Thailand, Vietnam and Singapore recently came together for a Sales Induction Training course in Hong Kong.

They received a very vivid introduction to our culture and 3 Pillars, gained more ideas of our core trade-lanes and capabilities of different business units like ocean, air, 3PL, and technology, etc... They also participated in heated discussions on how we can benefit from digitalization and provide added value for customers to ensure long-term success by using modern IT solutions.



Back (L-R): Eric Peng, Max Shen, Sommai Trakarnrung (Lek), Cici Wang, Billy Zhang, Aaron Wu, Raymond Lo, Benny Liu, Joe Tan, Clement Chong  
Middle (L-R): Tim Gong, Sandy Tran, Chatchawan Channim(Deaw), Tracy Xu, Steven Sun, Dylan Ji, Clark Chen, Steven Wang, Andy Guo, Kevin Song, Ryou Bai  
Front (L-R): Wilson Chen, Jerry Chan, Fionn Li, Cathy Gong, Lynn Hu, Angie Chen, Elly Fung

## Office Relocation & Renovation

In order for any business to thrive, office renovation is essential. Mainfreight Asia offices have been going through renovations such as painting quotes onto the walls, installing worldwide clocks and applying Mainfreight blue. It's a chance to enhance our existing Mainfreight culture!





Tianjin and Shenzhen Branches are going to relocate to new offices, and the Shanghai team are preparing for big renovations. It is so exciting and we look forward to seeing the brand new offices.



### Annual Dinner

We are glad to share some photos of our 2017 Annual Dinner in China.

Whole China team Annual Dinner & Team Building

This year was special because we gathered the whole team in China together in Shanghai for the annual dinner. We had outdoor team building activities in temperatures of 3 degrees where team members had to run around Shanghai City to finish the tasks with time limits and problem solving. It was an impressive activity and created fun memories that will be talked about for years to come.



### CaroTrans Greater China – contributed by Elton Poon

With so much good news at CaroTrans Asia, it's hard to pick the right place to start. The sales team has had continued success in securing new business in their targeted markets. We know our focus is on core trade-lanes within the group activities. This strong sales drive coupled with highly focused customer service and performance of our operation teams has resulted in strong client retention.



Team photo taken at Branch Award dinner held in Hong Kong. (L-R): Jeff Bian, Perry Lau, Chloe Wu, Elton Poon, Pearl Szeto, Sharon Lee

A new direct service from Vietnam to Hong Kong has launched in the market in February 2018. And we will launch a new direct service from Hong Kong to Shanghai and Taiwan in the second quarter.

It is clear that there are few priorities that make us profitable and successful, our strategy is simple and everyone can participate in it:

- Reduce operational service failures.
- In our business, the customer is king. Without customer, pay day is not possible.
- Gain additional business from existing customers. Don't be afraid to ask, asking questions is an opportunity to secure more business.
- Help control branch cost, we need to look at every possible way to save money and achieve the profit pledge.
- Sales management systems to ensure we can achieve revenue growth targets by effectively utilizing our sales resources.

## CaroTrans Taiwan – contributed by Chloe Wu

It's the second year of CaroTrans Taiwan; we started with one sales, one Customer Service and two operations team and now have ten team members. Thanks to all team members' efforts last year, very exciting to see strong growth of free-hand profit and volume in 2017/2018. With the completed team structure this year, we certainly have more confidence to achieve a higher target.

Sales team has been assigned the new mission to develop our plan in 2018/2019:

- New Service: TWN/ATL GRP is our new route, we plan to launch this year. It's currently in discussion with overseas and gathering the information from market.

- Extend volume of existing GRP: USA / AU / NZ is our main market and we have to be more aggressive to gain new accounts.
- New focus: Triangle shipment with CaroTrans Asia group. It's not the new product, but we don't put too much emphasis on it. Sales team should sell globally to enrich our group's GRP.

I am glad to work in a wonderful company for over 10 years. I started as front desk clerk, then AU, NZ, USA and SEA documentation operator, containerization, contact with co-loader and shipping line. This experience helped me gain lots of marine knowledge.

This year I was promoted to sea freight supervisor and I am thankful to



have this opportunity from CaroTrans. I welcome this challenge and look forward to the many years ahead. Our strong team and family-like support gives me confidence that we can face the many obstacles that the future may hold.

## Overseas Trip – Egbert Yu, Sales Manager CaroTrans

Nothing is better than when you go to a place in person after hearing so many stories from people. Meeting those who are constantly emailing back and forth makes a big difference and builds upon our existing relationship.

Different countries have rather different ways to work on cases and it is not always what it seems on the surface and you have to dig deeper to find opportunities. The way they handle themselves, how they get into the main point of a question, and even the presentation of the solution. Moreover, we can share with each other the experience in approaching, planning, presenting...etc. However the ultimate target is the same, to get the business ... it's really fun.



In this industry, having a supportive and knowledgeable team is the best defense against our competitors. M&A of carriers are in full swing and we have to learn from them on how to choose our partners. Instead of making enemies we have to find partners that share our vision and are able to grow together.

We have to understand our strengths and weaknesses and find partners that are able complement those qualities. With a strong team, positive outlook, and right partners we can succeed in this competitive environment.

Life is just an adventure, isn't it?



## Mainfreight Americas – John Hepworth

It has been a little over 10 years since we created Mainfreight Inc. in the USA with the acquisition of Target Logistics. In that time, we have evolved from a domestic airfreight forwarder to a business with three divisions being Air & Ocean, Logistics, and Transport; offering the full global supply chain service to our North American customers. We are attracting a wide range of customers, from local SMEs to Fortune 500 businesses, as we expand our footprint, and the future looks great.

We have been through much change and have learned to adapt, as we have restructured and set our foundations. We have been able to improve every year upon our previous year's net profit results even while working through these changes. This is a great tribute to our whole team. We have

learnt many valuable lessons along the way and take this time to remind you of some of them as we head into another new financial year;

- Everyone has a responsibility to focus on sales, all the time. This includes growing our existing customers and bringing on new customers.
- We must understand what an ideal Mainfreight customer is, and not be distracted with noncore Mainfreight customers. We are building a business focused on everyday freight. The freight must feed into our network, fill our consolidations and line-haul.
- We can't rely on 1 or 2 large customers in a branch. Every branch must build depth in their top 10 customers.
- We must support growth in each division and extend the services we supply to our customers by encouraging them to use us across all divisions.
- People – this is what makes our business and what allows us to grow. We must build depth in our branches with succession planning for all leadership roles. Be proud to build future leaders who can step up and take a role anywhere in the group.
- Be genuine about our culture and always make tough decisions based around our 3 pillars; they have proven successful all over the world.
- **Above all, trust and support each other in good and bad times; negativity destroys our foundations.**



**Branch Managers, Mainfreight & CaroTrans**

Back (L-R): Bruno Barbi, Matt Friedman, Adam Whelpley, Silvia Mueller-Thompson, Joe Kleinmann, Brian Allcorn, Ed Richardson, Kevin Kirby  
 4th row: Dean Baran, Bryan Burton, Bryce Hicks, Mark Stowell, Alexander Kosachev, Jeremy Thomas, Steve Harklerode, Terrence Wakefield, Shane Michalick, Adam Renner, Peter Joyce  
 3rd row: Weston Martin, Michael Benjamin, Peter Dyeremose, Lorenzo Cometa, Eduardo Rivera, Roberto Ortiz, Dan Hutcheson, Jessica Hayes, Dries Pinoy, Will Young, Richard Aitken, Matt Mays  
 2nd row: Andrew Hall, Riley Tryhorn, Jake Moller, Steve Rea, Ellen Shindle, Fernando Ruiz, Christian Magana, Coral Schultz, Matt Gustafson, Tailor Solbrack, Susan Kahl, Erika Heguy  
 1st row: Scott Brunclik, Andrew Coulton, Beth Rosenbrock, Tony Mazza, Krystle Bouchahine, Maggie Piktel, Kerry Conn, Beatriz Osorio

## CaroTrans – Chris Wilson

**C**aroTrans has seen a good recovery in the past few months. With seven of our 13 branch managers new in their role over the past year, we are going through a lot of change! Embrace the changes as we transform CaroTrans into a sales-focused growth business. Through regulations, depressed freight rates, and bureaucracy we had become internally focused and distracted away from our goals, but this is all in the past and we have a bright future ahead.

Branch managers are not there to just survive the day and get through the week. Get above the business and lead. Set structure in your branches to allow you to focus on planning for the

future, customers, team development and growth. Bring back the fun and look forward to the challenges that we are faced with each day.

Teams solve problems not individuals. Don't burden yourself with all decision making; use your Tight 5, PAT meetings, and your national support team to look for solutions.

We had one of our best Branch Managers meetings earlier this year, and I was very pleased to see how we have become one team with Mainfreight and CaroTrans blending in together so well. It is exciting to see the new Branch Managers fitting in and enjoying this opportunity to network with their peers.

This year we must remember the untimely loss of one of our own with the passing of Matt Bisanar. Matt was just venturing out on a sales career after building a strong operations background. To make things worse Matt was the husband of our long-time colleague Shelley Bisanar of CaroTrans Charlotte. Our thoughts are with Shelley and girls as they recover from this sad loss.

As we head into the new financial year, let's build on the momentum we have created in the past few months and look forward to our new challenges.

## Growth for CaroTrans

As mentioned above, the past year has brought seven new branch managers to CaroTrans and we are thrilled to see the new energy in our business. Decision-making continues to develop locally and the branches developing this culture are the ones that are experiencing some of our strongest results.

We must continue to develop all team members and find a way to demonstrate our commitment to excellence both internally and externally. Delighting our customers must drive the business. Yes, it is contagious, and our customers will continue to reward us when we are

flexible and search out solutions for their business.

The new energy and teamwork is evident throughout our business and it is great to see the increased communication between CaroTrans and our friends at Mainfreight Air & Ocean, Domestic Transport, and Logistics.

We recently held our first joint annual sales meeting with the Mainfreight team. It was great for the CaroTrans Sales Team to feel part of the larger Mainfreight family. CaroTrans Los Angeles won the CaroTrans Branch of the Year award and took

the time for a proper celebration one Friday evening after work.

This is the type of culture we need in our business, and it will create the energy needed to continue to move our focus from an administrative business to a business focusing on growth. We are excited to kick off the 2018/19 year and although we have a tremendous amount of work ahead of us, we are encouraged by our results over the last five months. We are looking forward to implementing the strategies discussed during our Branch Managers meeting and our Sales meeting.



Back (L-R): Ginny Valentine, Jack McWhirter, Pakie Bradley, Wicks Dickson, Matt (Molax), Scott (Molax), Takehito Kashiwabara, Jaewook Lee (Molax), Joe Zeno, Marcos Cazares, Andy Zapinski, Juan Melendez  
Front (L-R): Darren Justice, Fiorella Meza, Chris Wilson, Hector Lara, Mercy Bitong-Noche, Ryan Ritchie, Andrew Weiss, Melina Martinez, Yenny Villafuerte, Takahiro Arima, Norihoro Hisanaga

## CaroTrans Los Angeles celebrates their win as CaroTrans Branch of the Year

It was a challenging but exciting year and the Los Angeles team is a resilient one! No matter what challenges came our way, we made it through it as a team. The tougher the challenge, the closer the team came together.

On April 30th we finally took time to enjoy a strong finish to the year with a dinner together. I want to give a special thank you to everyone who helped CaroTrans Los Angeles get back to its winning ways. We look forward to recapturing the award next year. Watch out!!



Back row (L-R:) Siamack Heshmati, Derek King, Cameron Bernis, Eduardo Lumus (not pictured), Miguel Hernandez, David Bouldin, Darren Justice, Kari Christopher, Mark Taitingfong, Theresa lameleava  
 Middle Row (L-R:) Trisha Maahs, Cynthia Towne, Gilbert Tolentino, Lorenzo Cometa, Cookie Kwiat, Rowina Taunau, Jeremy Long, Dicarlo Bennet  
 Front Row (L-R:) Meha Marathe, Oscar Gudino, Mercy Bitong-Noche, Patty Aldana, Diana Sepulveda, Carol Rebullar, Melina Martinez

## CaroTrans Seattle takes Customer Service to New Heights!

Milton Carballo (on right) at the top of Silver Star Mountain in Vancouver, WA with customer Mark Kibby from MTI. CaroTrans Seattle office is small but mighty. We take pride in reaching customers of a personal level. It is these existing relationships which help us excel when new business

opportunities arise. Milton transferred from CaroTrans Miami to CaroTrans Seattle in September 2016. Just over one year with Seattle he made strides with several customers in Seattle and Portland, including MTI. Keep up the good work, Milton!



## Transport North America – Shawn Roach

Our goal for the Transport business was to get ahead of the prior year by the end of October, after a terrible first quarter, and the team achieved that commitment and has done a great job of maintaining our focus right through the end of March. The message is very clear, sell what we do and who we are, and build our revenue growth.

It has been very exciting to see our team's efforts; owning and fostering the sales process and most importantly, clearly understanding who we are and what we can deliver in this vast marketplace. Revenue growth, combined with our intense focus on a quality customer experience, and strictly controlling our cost to serve is our key mantra.

The team is on board, and their excitement to achieve substantial and sustainable growth is real and tangible. Moves to new facilities for our Newark and Toronto branches are scheduled in this coming year and Owner Driver growth, as shown in the exciting stories from the Branch Managers are the foundation steps for our current and future success!

Well done team, let's all stay committed to building further on last year's momentum.

## Mainfreight Atlanta – What do fishing lures and teamwork have in common?

The Atlanta team recently pulled together a significant opportunity, which is bringing not only fishing lures, poles and hunting equipment to our dock, but also a bright light into the future of the Atlanta branch and a strong impact to our revenue!

It's been a pleasure to be a part of the teamwork and support the team has shown to make this opportunity a win for the branch. Late nights, a dock full of freight, long Saturdays, pizza, numerous phone calls, and a ton of positive energy were involved in moving a large sporting goods company from an opportunity to a gain. We are in the early stages and are positive that our strong focus on customer service will add value to their supply chain.



Patrick Edd, Mainfreight Atlanta

## Dallas Team Reduces Waste

Everything is bigger in Texas! This also includes our use of resources and the resulting trash output. Recycling is not yet ingrained in Texas society as it is elsewhere in the US and wider world, with household recycling only having been introduced to neighborhoods across Dallas in the last 2-5 years.

At a site level, our trash output consists of roughly 3 x 30 foot bins per week at a cost of \$495 each! With over half of our output consisting of cardboard and recyclable plastics, a joint initiative between our Transport, Air & Ocean, and Logistics teams to install a compactor made sense. The program will substantially reduce our weekly trash removal costs and we look forward to the team lunches funded by the sale of baled recyclables.



(L-R): Scott Sprick, Pat Christian, Marty Cryer

## Spotlight on our Miami Owner Drivers (ODs)

What makes Mainfreight different? This is the question that we all face every day and the answers hold the key to our success. One of our answers is that it's not just the Mainfreight trucks – locals, regionals and line haul. Our difference rests on our people – and that means our owner drivers.

Starting with no branded equipment in 2012, we began the hunt for drivers to paint the roads blue with us. In Miami, we quickly found the perfect group of owners who fit our culture and who were ready to take advantage of an entrepreneurial opportunity. Fast forward to 2018, with our core four owner operators that grew to a total of 6 straight trucks, 5 tractors and 6 trailers – all painted blue. This is one of our best-selling tools for Miami and our line haul destinations in Charlotte, Newark, Chicago and Atlanta.

The key to a successful OD fleet is more than the owners – it is the drivers and team behind the wheel. The Miami team had a unique way to take the time to acknowledge and recognize our owner drivers and we share that with you below.

When we asked Jorge Ossa and Julio Yanes, "Why Mainfreight?" here is what we heard: "Everything!"

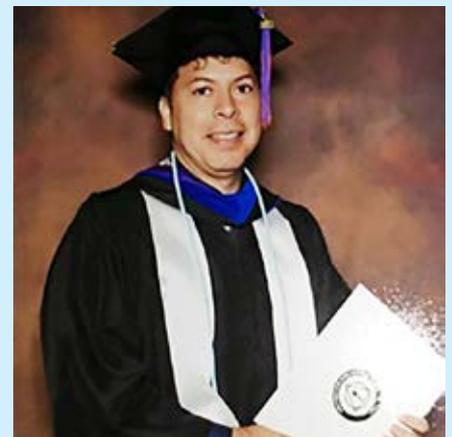


(L-R): Yoelis Estevez, Eduardo Rivera, Nicole Szelest, and Pedro Pombo

"The culture and family environment that we were never used to at other companies".

"Having that support and feeling you are valued makes me proud to put on my uniform and making sure my truck is clean to represent Mainfreight with pride and respect"

Julio Yanes, one of our Owner Drivers, hit a personal milestone at the age of 42 of being able to go back to college and complete his degree. "From starting in 2013 to today, I am grateful and value Mainfreight for giving me the stability and opportunity to grow my business, to be able to go back to college and get my Bachelor degree which I never thought I would be able to go back and finish."



So when asked what makes us different – it's never compromising on our pillars and culture, being meticulous in selecting our owner operators – and they are the key to our success.

## Update on Line-hauls out of the City of Angels

Mainfreight LAX is proud to announce its latest addition to the line-haul network with a service up the West Coast into both Portland and Seattle. Currently we are running the one-way trip once a week but are looking to improve on that quickly, adding an additional day and turning it in to a "rounder" with the support of CaroTrans Seattle with full loads coming back south.

We also welcome aboard our two teams of owner drivers lead by Jose and Arturo who have invested in fantastic looking equipment. The twice-weekly run to Chicago has been very successful and we thank these guys for doing the hard haul over the challenging winter months. These great looking tractor-trailers are about to get a lick of Mainfreight Blue, so have no doubt they will make a

statement to and from the Windy City.

Last but not least, our trial run from San Diego to Los Angeles and back has now increased to five days a week so a lot of work ahead of the two SoCal branches to keep this working. We thank our teams around the country who have helped by pushing as much as they can in to the region to make this run effective.

## Air & Ocean North America – Nathan Thomas

**A**nother year behind us, and another mixed bag of results. Revenues grew as we overcame a sizeable gap (resulting from assisting a valued customer to realize lower costs in switching their supply chain to ocean freight over the more expensive air freight), but we could not achieve the margins in this revenue push across all areas. Great job from the Mainfreight branches who finished the year ahead!

We have had success in filling our sales pipelines with potential customers that fit our "Ideal Mainfreight Client" model. Our growth

comes from here, and as we start heading into the new financial year, we are confident of bringing more of these customers into our family. We have really focused this last year on our key strength, being a truly global team, with Mainfreight to Mainfreight origin and destination pairings. Playing in a field where we are comfortable, confident and working with our mates globally has proven successful.

Once again, we have seen some of our Future Leaders move around the business and take on some bigger roles in other branches and other divisions. It is exciting to see team

members from Albany and Portland moving to locations like Newark and San Diego, taking on bigger roles and helping us develop those branches. Providing opportunities for our team to grow and develop is a big part of what we do, and will only continue as we grow our business.

Our focus this year is more of the same, aiming to retain our strong revenue growth. We need to continue this momentum through to next year. Build more consolidations, grow the team and delight existing and new customers.

## Field Trip to LAX International Airport

Recently Harsh Dharamshi (pictured), Cesar Torres, and Silvia Thompson from the LAX Air & Ocean team had the chance to meet up with the local AirBridge sales crew to check out an Antonov 124 airplane.

It's not every day one gets a chance to see this type of plane (it was at LAX only for a couple of days) ... and to put it simply, this plane is HUGE!

What was most impressive was the fact that it can "kneel" down. When the nose opens up the ramps unfold all the way to the ground at a very reasonable angle, allowing vehicles to be driven in and/or anything sitting on wheels to be pulled in. The aircraft also has its own crane, which allows for lifting of ocean containers straight into the loading zone via the tail opening. Very impressive!



## Asia and USA Ocean Alignment Meetings

Our Hong Kong and Shanghai teams recently hosted an ocean operations and carrier alignment meeting, attended by Nathan Thomas, Michael Paynter and several key USA operators, as the team that actually deal with the Asia/USA freight on a daily basis. This trip confirmed how powerful communication is and how instrumental it is for our business to keep growing successfully.

The expectations for this trip were extremely high as our team members from eight branches for Asia, four branches from the USA and national leadership from both sides came together. We had one week, two destinations and years of experience, plus multiple opinions, to bring together into one agreed ocean process.

To say this trip was an operational success would be selling it short. The excitement we saw and the execution plans that were mapped out will be instrumental to our future. Seeing both operational regions in the same room, discussing the same issues in person and agreeing on how to simplify our supply chain was beyond exciting.

### **Matt Halpin – Key Account Manager LA**

Mainfreight has wonderful people! The team in Asia could not have been more kind, gracious and welcoming. After experiencing the class and courtesy that our Asia team demonstrated, this makes me want to do everything possible to extend the same to them.



The time spent over a meal together goes so much further than a brief call or email; there's nothing that can equal it. We must make a great effort to get to know our colleagues better when they visit our city.

## Outward Bound – contributed by Michelle McClanahan, Dallas Air & Ocean

Outward Bound – two words that I thought I knew a couple things about, but also knew nothing about at the same time. I knew it was going to be challenging, but I was ready and excited to get started. This course was unlike anything I've ever experienced. It was enlightening, emotional, beautiful, scary at times and more than all of that, it was life changing.

My team....oh, my team. How incredibly lucky am I to have been able to spend eight solid days with these people? There are no words to explain the bond, the friendships, the camaraderie and the moments we shared together. I would never have made it without them encouraging me and motivating me. Each and every one of those 13 mates will forever have a very special place in my heart.

Now that I've been back to reality for a while, it's amazing how the little things that happened out there, like the one I just shared, have changed my outlook and my perspective on life: I've noticed this from the level of patience I've acquired and how I guide my children during difficult times, to allowing the people around me at work to speak without interruption and I speak less to listen more. I am also finding myself asking for help more than usual and treasuring moments that I wouldn't have thought twice about before. Overall, I realize more than ever that I am lucky ... lucky to be a part of the Mainfreight team, lucky to be a part of my OB watch, and lucky to be surrounded by so many amazing people every single day.



## Mainfreight Logistics North America – René van Houtum

The first months of 2018 have certainly been a whirlwind for the Logistics team. Since December, every month our growth is close to or above 100% compared to the same months last year. Several significant new customers have recently been implemented and we finished the financial year with good revenue growth.

In several branches we are facing challenges dealing with these significant increases in volume and in order to deal with this, we are recruiting and training new team members as fast as possible. We have so much respect for all our team, and we thank everyone tremendously for all the hard work over the last few months.

Our new Chicago stand-alone warehouse opened in February. Another beautiful new building that was added to our impressive portfolio of warehouses in North America. The additional 148,000 sq. ft. brings our total square footage in North America to almost 650,000 sq. ft. (60,000 m<sup>2</sup>). The team moved about 5,000 pallets during weekends and evenings but with the additional space that has become available, the branch is ready for rapid growth!

On a side-note, a total of 650,000 sq. ft. is impressive; 3.5 times more than just three years ago. However, we must realize that this is still a fraction of the large North American logistics market. More to come!

With recent customer gains and more implementations in the next months, we will continue to grow rapidly. At the same time, we must continue to invest in quality, i.e. train our team to enable them to do an outstanding job every day. During the Branch Managers conference in March, we spent ample time discussing how we can further improve our service levels and actions have been discussed and begun.



The new racking in the new Chicago branch; we are ready for the move!



The LA5 team at the Seal Beach run:  
Back row (L-R): Regina Warden, Zack Vann, Ryan Betts, Celine Eazell, Alex Lasota,  
Matt Friedman, Brian Cason, Alan Martinez, Jorge Mejia  
Front row (L-R): Eric Gonzalez, Marissa Monteroso, Angus Morrissy

Despite the high workload, the team remains active outside working hours. The Los Angeles team has implemented three significant new customers in the first quarter of the calendar year, achieved two branch records during that time and the team still found time to participate in the annual Seal Beach run on Saturday March 24th. Actually, the Logistics team was proud to have the biggest team participating!

In January, the Newark team implemented two new customers. Three team members from Australia, where we have executed the warehousing activities for one of those customers since 2008, came over to support the Newark team with the move and first weeks of go-live. It was great to have Andrew Robinson, Hamish Bradley and Katy Geng over; thanks for the help team, greatly appreciated! The Aussies also learned that there are indeed other sports



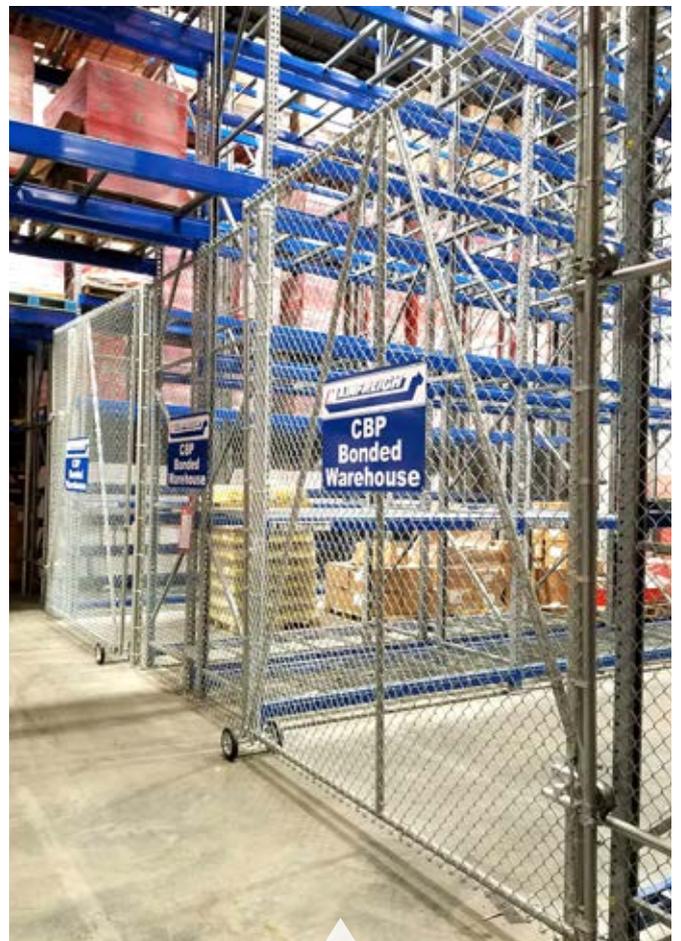
The team at the hockey game  
 (L-R:) Peter Kruszewski, Dries Pinoy, Jose Melendez, Moises Rodriguez, Stephen Cacnio, Jules Branswyck, Hamish Bradley, Katy Geng  
 (not pictured: Andrew Robinson)

than cricket, AFL and rugby when they attended an NHL hockey game of the New York Islanders.

In April we “opened” our first bonded warehouse in the USA. Warehouse...? It is actually a caged area in our Newark branch where we are going to store bonded goods for one of our liquor customers. Because of strict regulations, it took us a couple of months to get approval but we are proud to be able to offer this service to our customers.

We are extremely happy with what we have achieved last year; good growth, another new standalone warehouse, plenty of new motivated team members, etc. It is important that we keep the momentum going i.e. continue to gain new supply chain customers and please our current customers every day. With everything we do, we must keep Mainfreight's two unshakeable beliefs in the back of our mind.

One of the lessons learned during the recent Branch Managers' conference is that we have to “control our destiny”. We are a network business, we know very well what our “ideal customer profile” is and in the last year we have proven to be able to gain these customers and work closely together with them to create a win-win situation for both parties. Our culture makes the difference and enables us to increase our market share. We are looking forward to further successfully expanding our young Logistics division.



Bonded area in our Newark warehouse.

## Technology – Kevin Drinkwater

### 40-Year Supplier Legends

I was lucky enough to join Mainfreight in 1986, just after we began our 9th year, and to be still here after 32 years to celebrate our 40th anniversary has been an incredible privilege. Back in 1986, we had fewer than 100 team members and had just opened our 5th branch, in Hamilton. Today we have over 7,500 team members and 247 branches located all over the world.

One of the interesting things about our 40-year journey is that we have several suppliers who have been with us since the beginning. They include Auckland Forktruck Hire, who supply forklifts; Westpac, who are our transactional bankers in New Zealand (and Australia) as well as one of our global funding bankers; Mike Henry, our insurance brokers; and SPARK, who provide all our telecommunication services in New Zealand. I have been lucky enough to have been involved with all of these companies during my various roles in Mainfreight.

In the case of Auckland Forktruck, we are still dealing with the founders of the company, Bryan King and Ian Mawkes, and they have done an incredible job over the years keeping up with our rapid growth and intense utilisation of their machines.

Murray Calder has been our insurance broker since the beginning, with Mainfreight following him through several companies, until he became one of the founders of Mike Henry Insurance Brokers. He has made sure we have received the best value for our insurance dollar since we started.

With Westpac and SPARK (formerly Telecom NZ) we have seen many, many people come and go during the 40 years, (they have had more restructures than we care to count), but we have stayed loyal to each other through thick and thin.

This longevity has provided some great advantages, on both sides – most of all being that we understand

each other's culture and processes. As a result, we have been able to adapt processes and practices to ensure we achieve the best result for each other.

One of the often forgotten advantages of being a supplier to Mainfreight has been our prompt payment. Right from the beginning Bruce always wanted to ensure that we are good corporate citizens – one of the key components being that we would always pay our suppliers on time.

For many years, Westpac thought we were a bunch of cowboys who weren't really going anywhere and spent too

much on entertainment! Bruce was determined that we should have an overdraft, however he could not manage to convince Westpac into giving us this facility. It should be pointed out here that Mainfreight hadn't up until then, or in the foreseeable future, actually need an overdraft, as we had excellent profitability and cash flow. So, one of my first tasks in 1986 was to have Westpac approve an overdraft facility for us. We finally had it approved, but I suspect we were close to losing it when Howard Smith, Bruce's original partner in opening Mainfreight (not to be confused with Carl Howard-Smith)

**A LOT HAS CHANGED  
IN 40 YEARS  
MAINFREIGHT'S  
VISION HAS NOT**

From humble beginnings in 1978, to a global logistics provider with a global footprint that encompasses 247 branches and over 7,500 people across 22 countries, Spark is proud to have worked alongside the special people at this special company from the start.  
Congratulations Mainfreight on a fine first 40.  
Here's to many more.

AMERICAS ASIA NEW ZEALAND AUSTRALIA EUROPE

**40**  
MAINFREIGHT

and Director, insisted the Westpac Credit Manager turn around so he could sign the bank's documentation on his back! Since that point Westpac has been very supportive of Mainfreight's growth in New Zealand and around the world!

Our path with SPARK has seen many evolutions in their business as it has moved from a government department, to a listed company that is very focused on the customer and provides extremely high quality technology. We have had many firsts with SPARK over the years, including being their first external customer on their Netway X25 data network in 1988 and a world first in sending data over a trunked Radio Telephone network in 1993. Telecommunications and the services offered by SPARK have improved substantially over the

intervening years. They have moved from a situation where it could take months to have a standard telephone or data line connected, to a normal install time of between 4 and 6 weeks – sometimes it can be much quicker. The time it takes for SPARK to provide circuits to us are the best we get from any of our telecommunications providers globally. We were especially proud that SPARK saw fit to celebrate our 40th anniversary and partnership by placing a full page advertisement in our national newspaper – The New Zealand Herald.

A final thought for you, on our 40th anniversary, is the story of our clocks. It is one of my favourite stories of the vision and 100-year philosophy that Bruce has enshrined in Mainfreight. Many of you will have noticed the 8

clocks in the reception of most of our branches. Each clock has a plaque, below it, showing a unique location and the current time at that location. One clock is for the local city, with the other 7 showing strategic locations around the world eg Sydney, New York, London. Bruce proposed this concept at one of our early branch manager meetings – circa 1991. When he told the managers (we only had about 10 branches, all in New Zealand) he wanted them all to buy 8 identical clocks, hang them in reception, in the manner described above, they were a bit stunned by this concept. One finally asked "why would we want to do this?" and Bruce replied – "Because Mainfreight is going to the world and I want everyone to be thinking about it!"

## Mainstreet – Australia Go Live

By the time you read this Mainfreight Australia will be live on Mainstreet. It has been another intense effort by the Trans-Tasman team to get us to this stage. The Technology has been proven, and improved, in New Zealand over the last 12 months and the changes for Australia have been completed and tested. The key requirement now is that all the training has been effective and the Team make it hum. More from Mike Hood below.

## Cyber Security – Training Ramp Up

Many of our team will have been subject to Cyber Security training over the past months as we increase the emphasis on educating our team as to what poses a risk. The Mainfreight Board of Directors and Executive are committed to ensuring that our team has the best possible chance of detecting potential threats. This will help us all at work and at home.

Please make sure you partake fully in any training that is requested of you. As always you are our best line of defence.

## Mainstreet Australia – contributed by Michael Hood and Shona Taylor

Despite this being the biggest software project ever rolled out in Australia, outside of Mainfreight the world remained unaware that we had made the change as there were no significant issues on Go Live day or subsequent to April 30th.

This success can be attributed to the total support throughout our business, from the senior management team, which allowed us to put together and implement our strategy, all the way through to the users at each branch. The project and training teams from Australia and New Zealand were the critical components in this project along with the highly effective branch champion network they established. The results and outstanding effort from all involved have been rewarded with an effective and virtually worry free transition.

That being said, it's important to acknowledge the effort and learnings that our New Zealand team shared with us,



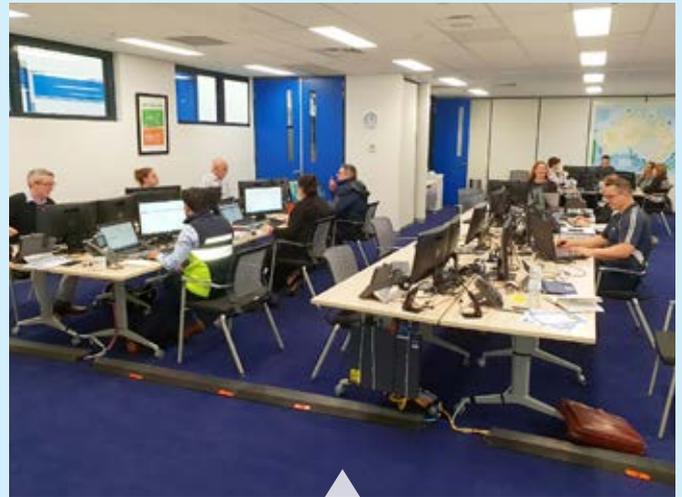
from their Go Live last year. Their experience was used wisely and allowed us to eliminate the pain points and challenges they encountered.

Our developers Sandfield, have also been significant players in this roll out. Their knowledge, support and guidance has kept us on track and ensured we prioritised and tested all aspects of the system before release.

Mainstreet now provides Australia, New Zealand and USA domestic businesses with a stable platform which is both flexible and agile. The knowledge which has been transferred to our teams will continue to grow. Our intention moving forward is to work with our business to continually improve this product. Key to this is communication, keeping the momentum alive and to question and share our learnings.

Finally it's important that we recognize the outstanding effort from our trainers and branches, many of whom spent weeks away from their families. You have all worked tirelessly to learn Mainstreet from the inside out, and to ensure that your processes have been thoroughly tested and trailed to account for all scenarios. This preparation and involvement is no doubt what made this rollout a success, be proud of what you have achieved.

With thanks and appreciation, we would like to sign this off with our first NPS (Net Promoter Score) response from the business. Long may this continue.



A shot from the "war room" on go-live day



## IT Team Graduates Australia – contributed by Bruno Marra

With four graduates joining the Australian IT Team since December, an IT Graduate program has been implemented to assist new IT graduate team members learn different aspects of Mainfreight IT and integrate with the team. This program works in conjunction with the Mainfreight Graduate Program.

New IT graduates are 'buddied' with an IT Team member. Graduates are exposed to applications, infrastructure, help desk services and more. This may be viewed as a 'fast track' continuous learning program to be able to better provide support to Mainfreight sooner. In particular as Mainstreet is preparing to go live, and with four experienced IT team members dedicated to Mainstreet over a six week period from 'Go Live', it is important that the graduates are exposed to a variety of IT tasks.



IT Team Graduates – Melbourne  
L-R: Justin Ventura, Anthony Venuto, Aditya Hooda – based at Tullamarine



IT Team Graduate – Sydney. Matthew Murphy – based at Prestons

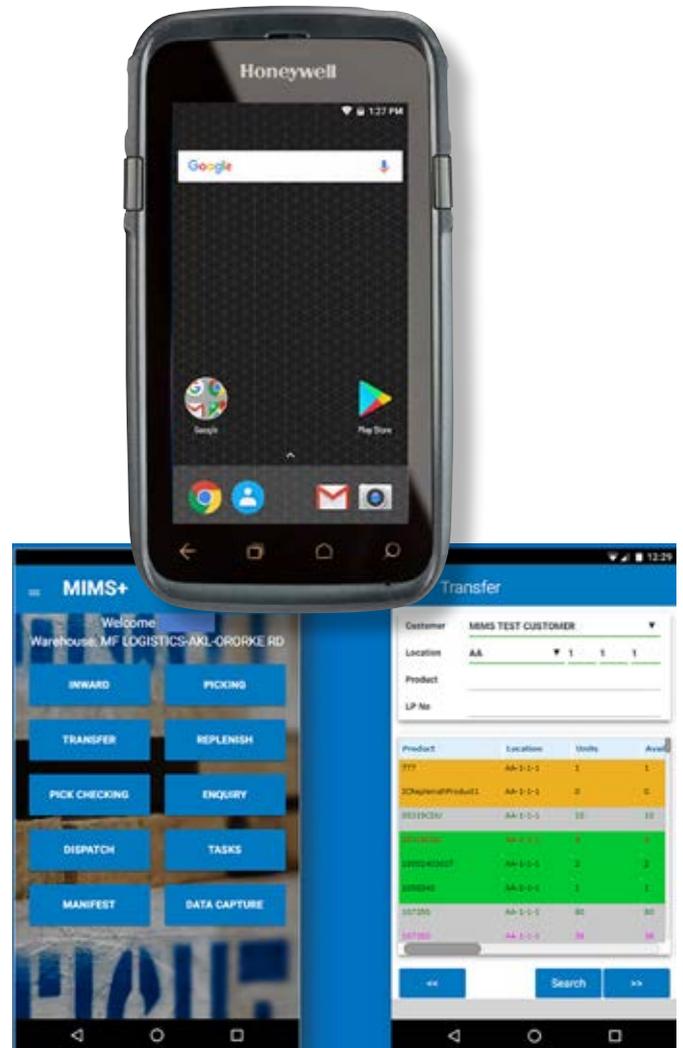
## The New Device for Logistics Australia, New Zealand and The Americas! – contributed by Amelia Camp and Bharat Kesry

A big thank you to our team who helped out with the trials of selecting a new device for our Logistics operations that run MIMS. We are excited that, based on your feedback and the analysis by our leadership team, the call has been made to use the Honeywell CT60 RF device.

This is going to be a great change to our business as;

- The new device has a bigger screen, is easier to use and will help our teams to be more efficient.
- It allows us to introduce a redesign of our screens to what we now call MIMS Plus, which shows all the data that you have now, and more, but is a fresher and easier to use style.
- It will allow us to integrate our VOICE picking and scanning technologies into the one device, which will be a huge timesaver ie if you're picking and need to undertake a transfer you can complete this without swapping to another device.

Our teams are working on implementation plans and expect to begin the roll out of the new devices to your branches in July 2018.



## European Website Migration – contributed by Brett Horgan & Chow-Ling Chong

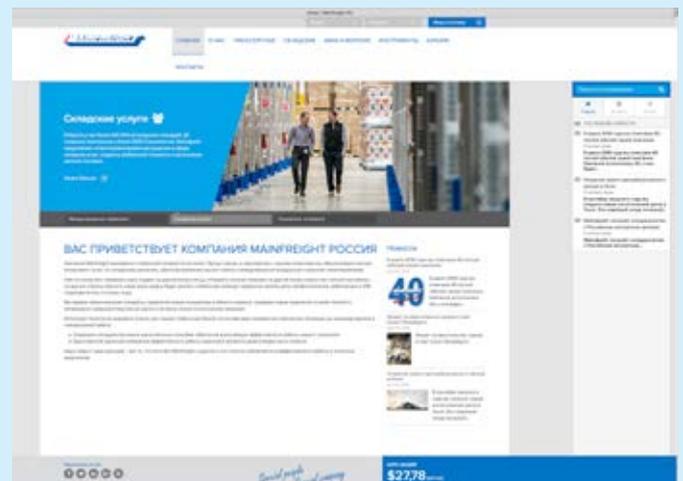
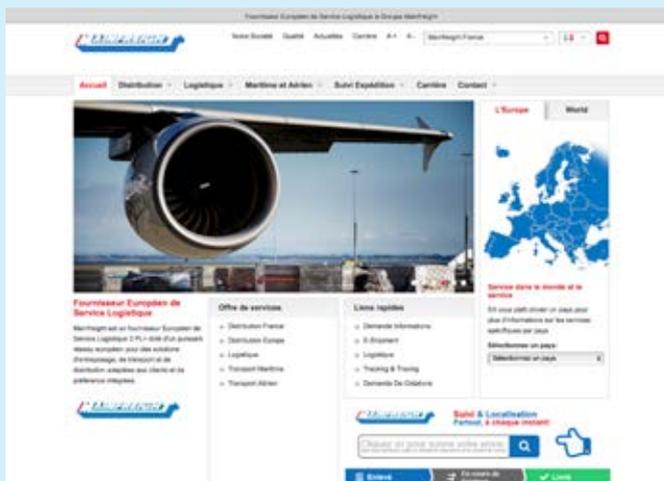
After our European branches rebranded to Mainfreight in 2016, the team there saw that it was time to migrate our many European websites into our global www.mainfreight.com site. This move comes with a number of technical advantages but there was a significant challenge to overcome...

It was vital that we retain our online position within the European market

where the speed of webpages is a key factor. But www.mainfreight.com was hosted in New Zealand and the time it takes for the signal to travel to the other side of the world made it slower than local competitors. We chose a CDN (Content Delivery Network) solution to put our site physically closer to our customers by serving up copies from over 300 servers around the world, improving

speed for customers worldwide.

We are very proud that the migration of our first websites – Germany, Russia, Ukraine, Romania and Poland are complete. The migration has already given positive results and increased traffic. We've taken on the challenge to complete the project with the sites of The Netherlands, Belgium and France migrating by mid-2018!



## Group Training & Development – Martin Devereux

**M**arch 6, 2018 marked the occasion of our 40th birthday and an opportunity for us to acknowledge we have come a long way from our humble beginnings at 135 Morrin Road, Panmure. From two men, one truck and a water blaster we have grown into a publicly listed company with over 7,500 men and women spanning 22 countries, 247 branches and potentially a couple more water blasters.

It is difficult to capture in one or two sentences the origins of our success and story to date but three words do a reasonable job; Ready, Fire, Aim.

With these three words in mind, Mainfreight's training presence began in earnest in 1995, led by Christine Meyer who was the sole person responsible for HR, training and auditing. Debi Fitzpatrick and Rachel Hustler soon joined Christine, and our first Training Team started in Auckland in 1998.

In the early days our training team 'aimed' at auditing domestic branch quality, conducting domestic systems training on our space-aged MS-DOS computer system "Reality", and also introducing new team members to other branches in the business so they could grasp our size and scope. In addition, the team delivered Customer Services training and Team Leader training to develop our people.

Now, some twenty-three years on, our training team has become five training teams operating training centres in various guises across New Zealand, Australia, Asia, Europe and the United States. In these centres, and in your branches, our teams conduct training across all systems and across all parts of our business. Likewise audits are conducted in all regions with the audit programme tailored to the business and also to the region.

Similarly our non-systems training offering has extended to all parts of the business, all regions and on topics

including Health & Safety, Sales, Leadership, Recruitment, Easy to Deal With and numerous other areas relevant to our team, our business and our customers.

In this time not only has the geographic coverage of our training presence grown but the manner in which we provide commercial support to our business has evolved due to the ever-changing climate in which we operate. Whilst every training team is in a different state of maturity, they all work closely with the business to ensure each region is well supported.

In the 'Ready' phase of original training, the focus was to teach people the right way of doing things, to audit how well we followed our quality manuals and to educate our team on who they worked for.

Today our teams are almost permanently in the 'Fire' phase where we are discovering new and unique solutions to new and unique challenges. Whilst we continue to audit, train, develop and find our next

generation of team members and help to develop them, we are also supporting the business with process innovation (eg PAVE for Air & Ocean), with process implementation (eg Major Hazardous Facilities), with helping manage the ever-changing landscape of customer relations, or with helping manage the increasing level of interaction with legislative bodies (eg WorkSafe / Safe Work).

What this means is we have incredibly agile teams who not only understand our culture and business but equally they understand the fact that the world is not standing still and the importance to help our business to continue innovating and evolving. If you get the opportunity to visit our Training Teams please take the time to ask them to take you through some of the projects they work on each and every day. You will be surprised as to what they do.

Despite the enormous time investment into the Mainstreet project across Australia and New Zealand, the



Our team of PAVE trainers (L-R:) Jennine Cosgrave, Alice Colenbrander, Ange Quedley



Owens Logistics Branch Managers Nikita Swarts (Christchurch) and Jeremy Williams (Auckland) with the Major Hazardous Facility submission for WorkSafe NZ



Delivering the Submission! (L-R:) Andrew Sesani, Andrew Maxwell, Nikita Swarts, Jodi McLaren and Courtney Bould



training teams have continued to support and deliver on the key areas of recruitment and people development. Across all regions we are working hard to position Mainfreight as a place to forge a career. These efforts often focus on those at University but we are starting to find more traction with those who choose a path that doesn't involve university. Therefore the focus on further growing our relationships with schools and other youth-related environments continues to be viewed as an important avenue for finding new team members.

Whilst promotion from within is a simple philosophy, the practice is not and it is one we must be careful not stray from. Growing our talent requires commitment from every team member and the same patience that was extended to all of us when we first started.



Potential new team members at the "Legends" wall in Auckland during a site tour



Mainstreet Training – Australia

Aligned with this theme, significant effort has been invested in all regions to accelerate the transition of a new team member into becoming a team member who knows what is expected of them and how to navigate their career. Whether it is a refined induction course, a new "Welcome to Mainfreight" book / passport or a one-day program focused on new future leaders we are constantly working on how we can accelerate the

speed with which a new team 'gets it'.

Further to this 28 team members around the world each year are fortunate enough to spend time at Outward Bound in Anakiwa, NZ. Mainfreight has been working with Outward Bound for 16 years now and we continue to see our team benefit from the opportunity to push themselves at an individual level but to also build incredible networks across



The Mainfreight Way Training - Europe

our business. Networks and relationships that make us a stronger and more globally conscious business.

In February this year we continued our “Ready, Fire, Aim” approach with a new initiative called “The Main Divide” which focused on acknowledging the effort and contributions of our operational team who are the backbone of our business. We asked for team members who work in the transport operations across the NZ business that set the benchmark for operational quality and who in simple terms, have ‘mana’ (to have great authority, presence or prestige).

Across four days the team of 12 pushed themselves up and over the Southern Alps by foot and then down the Landsborough River by raft. Long days in challenging conditions are bread and butter for this team, however not typically with a 30kg pack on your back and not in the snow. The value of this adventure was captured perfectly by Luke Hiroa from Chemcouriers Auckland:

*“This trip for me opened my eyes to what you can do if you put your mind to it. It has got me thinking a lot about work for me, and about working as a team. How to keep each other motivated and safe but still to have a bit of fun at the same time. Setting goals at the start of the day and achieving it at the end as a*



*team... that’s how every work day should be. This opportunity opened my eyes to what you can do when you have a great team behind you and around you and looking out for the people that might just need that little bit more help.”*

Moving forward, a lot of work and new discoveries lie ahead for 2018.

Around the time this newsletter is published the teams currently dedicated to the Australian Mainstreet roll-out will be re-familiarising themselves with their own beds and families. For the many of you who have committed so much of your professional time, and your personal time, to this; thank you.



Charlotte Colson from the Auckland Training Team topping up the thriving worm farms – a new eco-initiative!



Future Leaders training day in Auckland

# Mainfreight Annual Awards

Each year we hold meetings for our Sales Teams and Branch Managers in our various countries/regions of the world, and as part of this we honour outstanding performance by giving various awards for sales achievements (with the ultimate award being for Salesperson of the Year) and for the best performing Branch of the Year.

We have collected the award winners here together in one section – Congratulations to all of you. Your efforts and successes are inspirational and are what make this Company special!

## New Zealand

This year, we had one division that made a clean sweep of the awards at our Sales and Branch Manager meetings. All of our winners this year are from the New Zealand Air & Ocean business – great effort team – you have set the bar high for the rest of us!

### New Zealand Branch of the Year



Mainfreight Air & Ocean Auckland Airfreight Team

Back Row (L-R:) Jeremy Davis, Iki Vaka, Richie Ioane, Matt Beveridge, Kura Kiria, Sean Dillon, Mei-Ling Faitau, Charlie Sione, Simon Nilesi, Tiaz Ali  
 Front Row (L-R:) Patrice Temanu, Flavia Derbyshire, Georgia Staddon, Penelope Burt, Dylan Colbert, Darren Barboza, Anu Manga, Davis Palmer, Julie Qiu, Manu Halagigie - Absent: Daniel Huo, Antoinette Ward, Nu Halagigie

### New Zealand Sales Person of the Year



David Zhou – Mainfreight Air & Ocean, Auckland Seafreight

### Sales Team of the Year



Mainfreight Air & Ocean, Auckland Seafreight  
 (L-R:) Shannon Hegan, Todd Chandler, Jessica Williamson, Amanda Pritchard, Giovana Tabarini, Elle Stewart, Mark Belfiore, Seth Freeman

### Don Campbell Blue Blood Award

In memory of Don Campbell the “Don Campbell Blue Blood Award” was presented for the first time at this year’s New Zealand Sales Conference.

Don celebrated 35 years with the group in July 2017. He joined the

Mainfreight Team through the Daily Freight acquisition. He held many roles during his time with Mainfreight but sales was his true passion.

He was a Salesman through and through – a true knight of the road some would say. He loved his job so

much that right up until the end he still wanted to come into the office to enter his calls into Mainsale. That is dedication. It was this commitment and drive that helped Don to achieve the award for Salesperson of the Year in 2007.

Don loved interacting with customers from all over the world and nothing seemed to be an issue, he would always go the extra mile to meet the customer's needs. Throughout his time

at Mainfreight Don made quite an impact and was someone that the team would look to for guidance. The Don Campbell Blue Blood Award is presented in his memory and will

become an ongoing award for the New Zealand Sales Team. Tom Parker from Mainfreight Hamilton was the recipient of this year's award.



Don Campbell's Family attended to present the award (L-R) Shenaye, Kodie and Sherrie Campbell



Tom Parker (L-R:) Shenaye Campbell, Sherrie Campbell, Tom Parker, Kodie Campbell

## Australia

### Noble Park, Australian Branch of the Year 2018 – contributed by Valentin Teles

What a year it has been for Noble Park! We have seen a lot of change, new customers, and new faces in the warehouse and to finish the year with a new cricket bat to display proudly!

I feel extremely proud of the team and what they have achieved over the past few years. There has been a huge amount of effort put into making sure that we complete our goals and as a result be in the running for the Branch of the Year award.

I also would like to take this opportunity to thank the greater Logistics team for all their support throughout the year! It is fantastic to be surrounded by positive people that are always willing to go that little bit further in order to delight our customers and make a difference.

### Sales Executive of the Year

At the recent State Sales Conferences four team members were awarded Sales Executive of the Year for their respective states:

- Tristram McKay – NSW
- Haris Akram – QLD
- Stefanie Schroeder – SA/WA
- Travis Thorogood – VIC

The four State winners attended the Branch Managers conference and Travis Thorogood took out the coveted 'Stuart Simpson Memorial Award' for Group Salesperson of the Year.



Back Row (L-R): Shannon Lomas, Jake Charles, Daniel Martin, Pat Kerr, Dean Sinnbeck, Anthony Ennerst, Ranbir Singh, Sean Falkenstein, Angelo Micheal, Harry Nguyen, Nathan Power, Craig Fenney, Senad Dasic.  
Front Row (L-R): Joel Winder, Valentin Teles, Molly Boswell, Sayed Shahi, Natalie Jonker, Milka Ilijanic, Siobhan Riordan, Kaytlyn Davies, Ryan Knipe, Dorian Do, Hamish Bradley

Travis Thorogood joined the Mainfreight team as a fresh faced 18 year old and he rolled up his sleeves and got stuck in, right from day one. Over the last seven years he has taken on new challenges within the Air & Ocean operations, sales support in both Brisbane and Melbourne before hitting the road as a New Business Sales Executive. In this time we have seen him build a set of professional and life skills that has

equipped him with the supply chain knowledge to bring on some really good business. He hasn't got to where he is on his own though, he credits numerous mentors who took the time to give advice, share knowledge and join him on sales calls. He is fiercely ambitious, compassionate, competitive and always there to help out his team. A true team player. Congratulations Trav.



Aladin Basic, Stefanie Schroeder, Steven Turner, Haris Akram, Tristram McKay, James Bennett, Travis Thorogood, Brendan Ryan and Dave Scott

## EUROPE

### Europe Branch of the Year

The award for European Branch of the Year was handed out at our awards dinner during our Branch Managers Meeting held in February. We congratulate all branches who achieved their target, congratulations to you all!

It was a close call with our Air & Ocean branches in London and Rotterdam doing so well, but Mainfreight Logistics 's-Heerenberg can call themselves European Branch of the Year! A great achievement for the complete team and everyone who contributed to winning this title.



(L-R:) Thomas Bijl, Ben Fitts and Don Braid

(L-R:) Floris Proost, Anouk Harbers, Nicole Donders, Thomas Bijl, Hubert Kamphuis, Maria Strous, Ceryl van Hasselt, Vincent Schilp, Ben Fitts

### Sales Conference

This year's sales conference was all about "World of Wonders" and what better place for this conference to be held than Holland's most famous theme park "De Efteling", where fairy tales come to life.

In the evening the highlight of the conference "Sales Awards Dinner" took place. In this special moment all team members were rewarded for their sales efforts. Congratulations to Hubert Kamphuis for winning the European Sales team member of the Year award.



Sales team member of the year Hubert Kamphuis (right) together with Ben Fitts (left)



Winners of Special Awards and Target Achieved

(L-R:) Thibault Detrousselle, Dawid Stecki, Ben Fitts, Bob de Ruijter, Winfried van Vessem, Harald van Schooten, Ivo du Plessis, Nathaniël Nguyen, Gerben Müller, Andrei Bajenaru, Rodney Fister, Stijn Vliegen, Amar Jaggan, Michael Wakefield, Harrold Dost, Antoine Maslyczyk, Hubert Kamphuis, Giovanni Tornabene, Nick Verweij.

## The Americas

### Mainfreight USA – Salesperson of the Year

Each of our business divisions selected their Salesperson of the Year, with these awards given out at the annual Sales Conference, as follows:

- Brian Heidrich, Transport Salesperson of the Year
- Ryan Ritchie, CaroTrans Salesperson of the Year
- Julie Power, Air & Ocean Salesperson of the Year
- Rob Comfort, Logistics Salesperson of the Year
- Jake Fallon, Newcomer of the Year

Rob Comfort took out the overall North America Salesperson of the Year. Congratulations to all of you – great effort!



Salesperson of the Year Americas  
(L-R): Rene van Houtum, Nathan Thomas, Rob Comfort, Shawn Roach, John Hepworth, Nick Vernald

### Branch of the Year

The awards for Branch of the Year were handed out at the awards dinner during our Branch Managers conference held in early March. This year we gave out Branch of the Year Awards to recognize achievement in each of our divisions, and to our

Franchise of the Year. From those recipients, we selected our Branch of the Year.

Mainfreight USA is pleased to recognise Toronto Air & Ocean as the Mainfreight Branch of the Year and winner of the travelling Springsteen Guitar.

Congratulations also go to CaroTrans Los Angeles as CaroTrans Branch of the Year, Mainfreight Newark as Transport Branch of the Year, Mainfreight Dallas as Logistics Branch of the Year, and to Milwaukee as Franchise of the Year.



(L-R): Rene van Houtum, Chris Wilson, Nathan Thomas, Andrew Hall, Paul Ody, Shawn Roach, John Hepworth



Mainfreight Air & Ocean Toronto  
Andrew Hall & Paul Ody

## Asia

### Branch of the Year – Qingdao Branch, Vicky Zhao

Feb 23, 2018, is a special day to Qingdao Branch. When Cary Chung (Asia GM) announced that Qingdao is Asia Branch of the Year 2017 and delivered the crystal Lucky Fish to Vicky Zhao (Qingdao BM), she thought it was a dream.

This is the first time a small branch has won this award! Although Qingdao's volume and trade can't be compared with bigger branches like Shanghai or Hong Kong, with all the team's focus and dedications, a younger branch can still achieve the Branch of the Year. All Qingdao team were excited to have achieved this award.



All Asia Branch Managers and Regional Support Team  
 Back (L-R:) Withanya Ceetantivech(Mo), Raymond Lo, Sage Chang, Khang Ha, Elton Poon, Jeff Bian, Stanley Su, Grace Mu, Chloe Wu  
 Front (L-R:) Billy Zhang, Cary Chung, Gary Lau, Vicky Zhao, Tina Chen, Jenny Zhong, Sunny Sun, Joan Ji, Dominic Yeung, Franky Lui

### Sales Meeting

Our Sales Managers meeting was successfully organized around the end of February in Hong Kong. The Sales Managers in Asia branches had stimulating discussions on how to target and approach our ideal clients based on our vertical focus, core markets and logistics products, and technologies, how to be a better supporter and linker for the business developments through different workshop sections. The Cadet Program introduction from Martin Devereux during the meeting gave us big inspirations on how to build up our next generation sales in order to benefit our future stable business development. Asia sales team will definitely “climb” higher and “run” faster and farther in 2018. Congratulations to our award winners!



Qingdao Team  
 Back (L-R:) Vicky Zhao ,Daniel Xue, Helena Li, Never Xu, Steven Sun,  
 Gary Hu, Rex Gao, Neil Li, Tiger Li  
 Front (L-R:) Miki Yuan, Monica Jiao, Aileen Sun, Eva Jiang



Sales Person of the Year:  
 Duncan Tang, Hong Kong (centre)  
 Pictured with Billy Zhang (left)  
 and Cary Chung (right)



Best Sales Team – Mainfreight Hong Kong  
 Fannie Tsang, Cecilia Cheung, Duncan Tang, Michelle Wong, Crystal Wong, Noel Kong,  
 Mapy Chow, Jacky Lam, Billy Zhang, Gary Lau

## Bereavements

### **Matt Bisanar, CaroTrans Charlotte**

We lost a beloved friend in December 2017. Matt Bisanar passed away so suddenly it shocked our Mainfreight and CaroTrans teams in Charlotte to our core, along with many other family and friends across the country.

Matt excelled in his work, and spent most of his career around the Charlotte airport. He had a knack for anticipating customers' needs and received rave reviews on a regular basis. He was the guy you wanted to have on your team. Matt was ready to grow his career and challenged himself by taking on a Sales Executive role last year.

We get so busy planning our weeks, making calls, loading trucks, and checking the numbers that it's easy to forget that our days on earth are numbered. After what seemed like a very normal Friday of jokes, smokes, and making cold calls, Matt walked out the door of our office for his last time. Smiling, he parted, saying a kind and genuine "Merry Christmas Y'all!" His presence is missed by so many.



### **Henk Wenting, Mainfreight Transport 's-Heerenberg**

Henk had been with us since 1969 as a highly valued chef at our truck and trailer workshop. We knew Henk as very motivated, loyal to the company and knowledgeable in all disciplines. Henk was involved in the establishment of the company fire brigade and was the commander for many years. In the past he helped the staff association at all kinds of events. For example, Henk organised the annual motorcycle tour for our team members.

Even after his retirement in 2010, Henk remained active as a driver several times a week.

Henk will be remembered as a helpful, good-humored and extremely friendly man. His expertise was widely appreciated. Our thoughts are with his family at this time of loss.



### **Piotr Chmielewski, Mainfreight Pruszków**

Piotr joined our team in 2015 as an already experienced driver. He quickly proved himself to be a trustworthy colleague. His openness, calm approach to life and the great responsibility with which he carried out his duties won him the trust of everyone he ever met.

All of us, friends and colleagues alike thought and still think very highly of him. He never refused to help anyone and we could always count on it. He always had respect and paid utmost attention to every person, as well as his duties. His positive attitude towards life and a beaming smile on his face won him the friendship and trust of his colleagues. He will be deeply missed ...



# SERVICE ACHIEVEMENTS

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

Bruce Plested	40 years	Mainfreight
Carl Howard-Smith	40 years	Mainfreight
Don Braid	40 years	Mainfreight
Paul Dieker	40 years	Mainfreight Transport Netherlands
Fons Keijser	40 years	Mainfreight Transport Netherlands
Brian Hurn	35 years	Port Operations Auckland Owner Driver
Ala Aiono	30 years	Owens Wellington
Alan Allport	30 years	Mainfreight Transport Tauranga
Rob Cotter	30 years	Mainfreight IT Australia
Emily Cox	30 years	Chemcouriers Auckland
Marcel Destreel	30 years	Mainfreight Logistic Services Geleen
Marcel Duvigneau	30 years	Mainfreight Forwarding Netherlands
Geoffrey Heard	30 years	Mainfreight Transport Prestons
John Kawau	30 years	Mainfreight 2Home Auckland
Alan Niethe	30 years	Mainfreight Transport Auckland
Ger Nuijes	30 years	Mainfreight Logistic Services Geleen
Frank Overgoor	30 years	Mainfreight Forwarding Netherlands
Guido Roes	30 years	Mainfreight Crossdock
Fadi Al-Mallou	25 years	Mainfreight Prestons Owner Driver
Brian Aspinall	25 years	Chemcouriers Melbourne
Robert Bull	25 years	Mainfreight Transport Tauranga
Mike Dunn	25 years	Mainfreight Air & Ocean CFS Auckland
Deborah Hendrix	25 years	Mainfreight Air & Ocean Dallas
Hans Kloosterboer	25 years	Mainfreight Forwarding Netherlands B.V.
Jeroen Lakwijk	25 years	Mainfreight Crossdock B.V.
Henk Lammers	25 years	Mainfreight Crossdock B.V.
Paul McCracken	25 years	Owens Transport Sydney
Alby Mahuika	25 years	Owens Wellington Owner Driver
Nigel Mouat	25 years	Chemcouriers Auckland Owner Driver
Kerryn O'Neill	25 years	Mainfreight Transport Napier
Anita Seegers	25 years	Mainfreight Forwarding Netherlands B.V.
Angelique Stefas-Vinkenvleugel	25 years	Mainfreight Forwarding Netherlands B.V.
Eric Taylor	25 years	Mainfreight Transport Larapinta
Sandy Teddy	25 years	Mainfreight FTL North Island
Franck Van Der Heyde	25 years	Mainfreight European Freight Services
Wim Verpoort	25 years	Mainfreight Forwarding Belgium
Estelita Vincent	25 years	Mainfreight Transport Clayton
Mark Vincent	25 years	Mainfreight Transport Prestons
Annemieke Westerhof-Aalders	25 years	Mainfreight Forwarding Netherlands B.V.
Rob Williams	25 years	Mainfreight Transport Auckland

**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:

Patty Aldana	20 years	CaroTrans Los Angeles
Theo Alofs	20 years	Mainfreight Transport Netherlands
Lee Amour	20 years	Mainfreight Air & Ocean Sydney
Allan Aufai	20 years	Daily Freight Auckland
Renee Basnett	20 years	CaroTrans Charleston
Lueder Bitter	20 years	CaroTrans Los Angeles
Greg Colston	20 years	Mainfreight Dunedin Owner Driver
Vanessa Carangelo	20 years	Mainfreight Air & Ocean Sydney
Annemie Casier	20 years	Mainfreight Forwarding Belgium
Theo Deijnen	20 years	Mainfreight Transport Netherlands
George Evangelou	20 years	Owens Transport Sydney Owner Driver
Miguel Focke	20 years	Mainfreight Forwarding Belgium
Kevin Geard	20 years	Mainfreight Mobile Auckland
Ray Hanson	20 years	Mainfreight Prestons Owner Driver
Rachel Hustler	20 years	Mainfreight Training Centre NZ
Keith Kenyon	20 years	Owens Christchurch
Yasbeen Kumar	20 years	Daily Freight Auckland
Mike Lelivelt	20 years	Mainfreight Holding
Kara Lewczyk	20 years	Mainfreight Air & Ocean Los Angeles
Van Long	20 years	Owens Transport Sydney Owner Driver
Casper Lukassen	20 years	Mainfreight Transport Netherlands
Colin McPherson	20 years	Owens Logistics Kahu Street Auckland
Glen Marshall	20 years	Owens Transport Sydney Owner Driver
Patti Moran	20 years	CaroTrans Chicago
Katrina Nathan	20 years	Mainfreight Seafreight Auckland
Mark Nicol	20 years	Mainfreight Christchurch Owner Driver
Dimitra Paterakis	20 years	Mainfreight Transport Epping
Erik Peters	20 years	Mainfreight Logistic Services Netherlands
Rowan Preston	20 years	Mainfreight Logistics National Support NZ
Pasqua Riservato	20 years	Owens Transport Sydney
Léon Robbe	20 years	Mainfreight Transport Netherlands
Franck Roodbeen	20 years	Mainfreight Logistic Services Netherlands
Jim Russell	20 years	Owens Transport Sydney Owner Driver
Martin Sluyter	20 years	Mainfreight Forwarding Netherlands
Mike Smith	20 years	Daily Freight Auckland Owner Driver
Mike Sommers	20 years	Mainfreight Forwarding Netherlands
Noel Stubbs	20 years	Mainfreight Napier Owner Driver
Thomas Tetai	20 years	Mainfreight Metro Auckland
Ama Valu	20 years	Mainfreight Logistics O'Rorke Road
Sione Vave	20 years	Mainfreight Transport Prestons
Ines Waegemans	20 years	Mainfreight Forwarding Belgium
Eddy Wosik	20 years	Owens Transport Sydney Owner Driver
Oktay Yalcin	20 years	Mainfreight Forwarding Netherlands

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

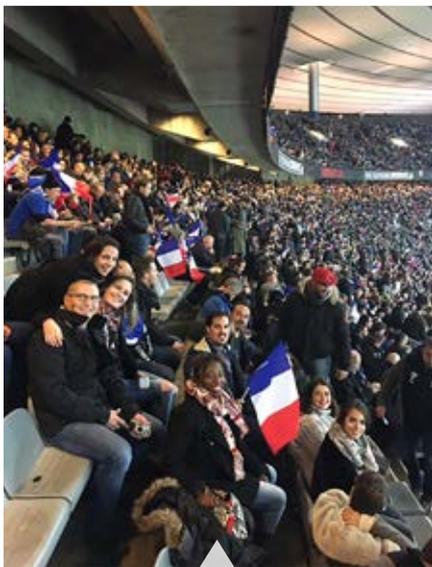
**It's our people that make the difference....some team shots from around the traps!**



Emma Jackson and Richmond Lum, Logistics Neales Rd Auckland, took cleaning up to a new level recently, and really got stuck in when the team decided to have a spring clean



The Miami Mainfreight and CaroTrans teams got together for a bit of fun with a family BBQ in January as most of the country was in a deep freeze. Only in Miami can you have a BBQ in the middle of winter! Plans are to make this a quarterly event.



Our Paris team went to Stade de France to visit a rugby game, where the opponent was New Zealand. France lost the game (18-38) but our team still had fun. Another great moment together!



10-year Legends at Brisbane Air & Ocean! Deanne Kramer and Jacinta Marriott with Ogi Vuksanovic (centre)



Lee Amour, Air & Ocean Sydney, receiving an annual flu shot ... from the smiling nurse who is also his wife!



Los Angeles' Mainfreight and CaroTrans joined together with friends and family to enter a team of over 80 in the Run Seal Beach 2018 event. Sunny weather, stunning ocean views, and thousands of smiling faces greeted us as we arrived bright and early for the 44th Annual Run Seal Beach, and naturally we finished with a beach party to make the most of the day!



Translogistics Conference Poland  
What better way to recruit new Future Leaders than having our own fresh Future Leaders Marie-Louise De Kruijf (left) and Lieve Brom (right) at the fair!



(L-R): Tom Cussen, Tyler Nichols, Krystle Bouchahine, Lauren Hatley, Mylinda Winton  
CaroTrans Dallas chose to commemorate ANZAC day by collecting donations from team and customers. The funds will be sent to an organization called Tip of the Spear, which creates care packages to send to our troops in the most hostile locations. We are all proud to contribute to such a great cause.



Opening soon – Mainfreight 2Home – Legoland!

## Forty Years!



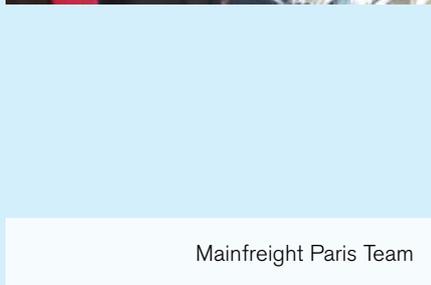
Cake created by Aleks Jovanovski, Epping Logistics for the 40th anniversary celebrations



Mainfreight Air & Ocean Brisbane  
Obi Vuksanovic and Grant Draper  
do the honours



Mainfreight Poland Team



Mainfreight Paris Team



## Feedback



### Ask A Question

Your name: New Zealand  
Erin B  
I have a Domestic Freight Transport  
question about:  
Description: To the Mainfreight truck driver travelling south past 554 Te Rapa Rd today 23/5/2018 1:30pm - I thank you soooo much for being an observant and considerate driver. You see my King Charles Spaniel, broke off her lead and silly her, she ran out into traffic and your driver was able to pull to a stop and not cause any commotion, nor injury to my silly dog and myself and 4 children (that love her dearly) say THANK YOU!!!

INFORMATION



CONTACT



[www.facebook.com/Mainfreight](https://www.facebook.com/Mainfreight)



[@Mainfreight](https://twitter.com/Mainfreight)

**From:** Debbie A  
**Sent:** Thursday, 7 December 2017 10:51  
**To:** Nerida Last  
**Subject:** Excellent Service

Dear Nerida

Sherry from [...] shared your details with us.

We are one of [...]s dealers that they supply in Brookvale, NSW.

I would like to thank Mainfreight for the wonderful service we have received.

It starts from the staff that we phone to get a rough ETA, to your driver, Pawan Rathnayake.

A special thank you to Pawan, for always being friendly and helpful, and nothing is ever a problem for him.

Our street is always congested, no parking available and no forklift on site, yet he always manages to deliver and unload without a hitch or issue.

It has been a far better experience than what we experienced with the previous company.

Many thanks  
Debbie A  
Director

**From:** Liam Cawthorne  
**Date:** 22/11/17 9:44 AM (GMT+12:00)  
**To:** "Alicia Coles (MFT CHH)"  
**Subject:** RE: Mainfreight

Hi Alicia,

I'm unsure as who to talk to regarding your Ashburton branch.

I just have to say I'm blown away by the dedication of the staff there.

I have recently had to track pallets coming from North Island on two separate occasions. On both times I have had an up to date phone call periodically from your office staff keeping me posted on where the pallets are.

This is going above and beyond and I would like to say a big thanks to the Team.

Thank You for your time 😊

**From:** John C  
**Sent:** Monday, 15 January 2018 18:03  
**To:** Shona Taylor  
**Subject:** Driver Value

Mainfreight, Folks, I have been a shareholder since the company was floated in 1996 ( I was working in NZ at the time ) and have gradually increased my holding over the years , clearly enjoying the performance and company results along the way . I read your Newsletter with interest as each are received, particularly the letters section which highlights and supports what is clearly a performance based culture within the company. I wanted to write this note to share a recent compliment I gave to your driver here in the Barossa Valley in South Australia.

I see the Mainfreight truck drive past my property a couple of times a week. Never do I see it in an untidy or dirty condition. Image is everything. I've seen the driver on a couple of occasions also, neat and well dressed, again image is everything. I had occasion to be at the Farmer Johns store recently whilst your driver was making a delivery and complimented him on his vehicle. Gracious acceptance and thanks ..... Folks, no wonder the share price continues to perform, it can't help but while you continue to offer a quality lead in the transport sector .... Well Done to all in the company for living the standards expected .....

John C

 Parthena Morgan  
Unassigned ▾



**From:** Jennifer W  
**Sent:** Tuesday, March 27, 2018 10:03 AM  
**To:** Kristofer Wilson  
**Cc:** Michelle McClanahan  
**Subject:** RE: URGENT SHIPMENT

Kris, you are the sweetest and most professional we have ever dealt with. Thank you!

Michelle, Kris deserves a big fat raise.

With Kind Regards,  
Jennifer W



Hi. I just wanted to acknowledge and praise one of your team members in Melbourne. She's in customer service and I believe from the Clayton office. We had an issue with a cubby house we had ordered because it had been damaged in transit. She was very transparent and organised a replacement piece with the vendor at the eleventh hour and had it delivered on Friday the 21st of December. Her communication, follow up and customer service was outstanding. Her name is Shanyn. Can you please pass on our thanks to her?

**From:** Jim M  
**Sent:** Wednesday, April 18, 2018 7:00 AM  
**To:** Nathan Thomas  
**Cc:** John Renner ;  
**Subject:** Mainfreight in Charlotte

Nathan,

I hope this finds you doing well. We are neighbors in our office park to your office in Charlotte, NC. I wanted to let you know about a situation that came up here at [...]. We have a manufacturer that ships to us routinely and it's fairly heavy palletized product. They normally ship us items stacked 2 pallets tall but in this case they stacked it 3 pallets on top.

Well we don't have a pallet jack that goes to 3 pallets tall in height.

Long story, we called Adam at your office. He was so helpful, polite and willing to help us and I just wanted to let you know about it. He came over to our office the next day and actually helped us himself. As businesses, we don't always hear about good things but we certainly hear about the bad things that happen.

Again....Adam thank you and if we can return the favor please let me know.

Nathan I wanted you to know about this and Adam did not ask me to write this at all. If we ever do ship internationally (which we do not yet) I would use Mainfreight.

Best Regards,  
Jim M  
President

**From:** Libby L  
**Date:** 9/01/18 9:50 AM (GMT+12:00)  
**To:** Kevin Drinkwater  
**Subject:** Super service from Mainfreight

Hi Kevin

Please would you pass on to the Taupo Mainfreight manager a compliment on two of their team.

I bought a new fridge from Farmers on Friday (urgent because ours had died and our bach was full of bodies!). Farmers told me that it would be delivered on the following Wednesday they would see if Mainfreight could get it to us before that and hopefully on Monday.

Monday the Mainfreight truck from Auckland had broken down and delivery was unlikely that day and normally, where we are around the lake in Taupo deliveries are made not made on Tuesdays. About 7.00pm on Monday evening I had a call from one of the Taupo team saying.. if we were home they could bring the fridge to us.

Two delightful young energetic women, Jodi and Nadia, turned up about an hour later, installed the fridge and took away not only the old fridge but also a dead drier to donate to Fisher & Paykel. Certainly an example of Mainfreight's superb service. I would be so pleased if their cheerful helpful approach could be acknowledged.

Hope the year is starting well for you and that you have had a good break.

Warmest wishes  
Libby

**From:** Craig Evans  
**Sent:** Saturday, 20 January 2018 6:09 AM  
**To:** Julie B  
**Subject:** Re: Feedback

Good morning Julie

As our sayings have provided your family inspiration, your email has had the same impact on our team thank you.

It goes back to the late 80's when as a business we wanted to convey meaningful wisdom and thought-provoking inspiration that makes people reflect. Over the years we have had numerous communications about them from across the spectrum of society including prime ministers and other dignitaries.

Your email is heads and shoulders above preference communications, again thank you. So much so we will publish this in our next newsletter that is read by our 7,500+ team members, customers and other invested parties all around the world.

Why, because each day we seek reason to make this world a better place, inch by inch and positive affirmation is brilliant fuel to assist our journey. Our drivers are very proud of their trucks and they will be specially moved by your family's sentiments. I'm typing this on my iPhone whilst on holiday myself and when I return I'll email more sayings from our list that is a small gesture of our appreciation that you took time to make our day great.

Kindest Regards  
Craig Evans

On 19/01/2018, at 4:07 PM, Julie B wrote:

Good Afternoon Craig

I wanted to drop a line so hopefully this reaches you.....to give some feedback about our recent family holiday.

I left the lower South Island bound for Auckland on 20th December, driving with my 3 children (8yrs, 9yrs 11yrs) in the car and my husband was flying up to meet us on 24th December and we proceeded to have 2 weeks up North before driving back down to the lower South Island.

On my first day of the trip with my children we spotted a Mainfreight truck and we noticed a fantastic positive quote on the back of the truck...at which time my daughter noted it down and as the days continued we spotted a large number of Mainfreight Trucks and it was our mission to get behind each truck so we could spot the quote and get it noted down....

I want to congratulate your company on a fantastic initiative as it certainly made for an entertaining trip with the kids constantly on the lookout for the trucks and then being intrigued and inspired with the great quotes that were on each of them....my daughter has a notebook with them in it and I see she's now written some out and put them on notes on her wall. So well done to whoever came up with that idea and for your company providing entertainment and delight on our family holiday.

Cheers!  
Julie B

**From:** Phil R  
**Sent:** 22 December 2017 11:33  
**To:** M2Home AKL  
**Subject:** Merry Xmas - Thank you Team

Morning Team,

As I draw closer to shutting down for another year, I just wanted to give you all a big thank you from all of us. The efforts you and the Drivers have put in not only throughout this crazy Xmas period, but also throughout the year has been second to none. Without your constant support, it make it hard for me to sell a service which will add value to our customers and ultimately increase volume for us both. You are an important part to the puzzle and I do recognise this even if it seems our only interaction is with non-conformances sometimes J I can't thank you enough for 2017 and hope 2018 is bigger and better for us both.

I want to wish you and your families a very Merry Xmas and a safe and enjoyable New Year.

Best Wishes  
Phil R  
Managing Director



ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



AMERICAS



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**Back where it all started ...**

Carl Howard-Smith & Bruce Plested at Charlie Farley's bar on Waiheke Island, 1 January 2018,  
40 years to the day that Bruce discussed his plans for a new freight company  
... and the rest, as they say, is history!



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