

MAINFREIGHT

NEWSLETTER DECEMBER 2018



MAINFREIGHT TEAM REVIEW



CHEMCOURIERS

OWENS

DAILY FREIGHT

CaroTrans



Managing Director's Comment

Welcome to our end-of-year newsletter, prepared for our team and shared with our customers and shareholders. We trust that the festive season has begun well for you and the pre-Christmas business environment has been plentiful and profitable. Certainly, for the Mainfreight teams around the world, we have seen good increases in freight volume which our people have been working incredibly hard to deliver.

The lead into this period has also been exciting. Our financial results for the half year to 30 September 2019 have been released to the market and our teams (full details available at www.mainfreight.com Investor-Centre.) Our revenue grew a very satisfying 17% to NZ\$1.43 billion, EBITDA grew 22% to NZ\$108.3 million, and our net surplus is up 30% to NZ\$55.9 million. Some would suggest a better than adequate performance – and for us, the significant fact is that we have seen improvement across our business units in all 22 countries. Strong revenue growth from consistently improving our service quality, and driving our network strategy is beginning to bear fruit.

By no means should we lose sight of the opportunities that are still there to be taken, but this result does give an insight as to what is possible for us when our efforts are aligned.

Our competitive advantage has always been, and will always be, our people. With ongoing growth aspirations it is obvious we need to retain and promote our team, and we will have a need to recruit more to join the

Mainfreight family.

Our culture is the glue that provides an environment for our people to excel on behalf of the business, and importantly, for our customers. Throughout this newsletter, you will read many references to our culture and our "Three Pillars" which give some guidance to our cultural beliefs and the way in which we do things around here. Missing in some areas, despite this rhetoric, is a sincere belief that it is the small things that make the difference for our people. Too many of our new sites are still missing the details that matter in their build programmes, and we encourage more thought at the planning stage.

Our facilities must be immaculate, with features that would benefit any home; high quality toilet and shower areas, and great cafeterias serving wonderful healthy food; open plan work spaces, noticeboards where our profits, statistics, and PAT meeting minutes are available for all to view and understand; a work environment that is inclusive, with no "them and us" attitudes; responsibility shared and decision-making available for all; salaries that are neither at minimum nor living wage levels but well above, in order to reward our people for their hard work, dedication, intelligence, passion and loyalty. Likewise the same for our owner drivers.

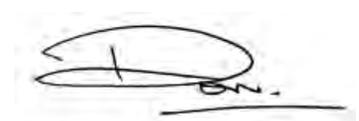
In a world with unemployment levels at record lows, attracting and retaining our people is key to our success. We would like all 7,887 members of our team to feel valued and look to us for a satisfying career, not just a job. The way we look after every individual

will reflect in our performance, and ultimately will determine if we are good enough or not.

As we head into this festive season, where family and friends are of utmost importance, please let us all reflect on whether we have laid the very best foundation for us all to create magic moments in our 100-year journey.

As noted in Carl George's contribution, it just takes each one of us to "always do the right thing"; no shortcuts, no taking each other for granted. We have something very special in this business – let's back ourselves to fulfil the potential that we have.

Thank you to each and every one of you for your efforts this year. The financial results speak volumes. More importantly, the future we can create from the opportunities that are ahead of us will be even more special.



PS. Did you know we have now opened our first branch in Malaysia? This becomes our 23rd country and continues our strategy of growing and intensifying our network. Please reach out to all our customers in search of Malaysian imports and exports to support our new team.



Magazine Directory

◀ Cover photo: The site of our new Mainfreight Mt Maunganui facility

Europe	3
Australia	11
New Zealand	25
Asia	40

Americas	47
Technology	55
Training & Development	58
Bereavements	63

Service Achievements	64
Long Service Legends	65
Photoboard	67
Feedback	69



Europe – Ben Fitts

Compliments of the season team; it's been yet another busy year for Mainfreight Europe. We have taken three big steps toward creating a more intensive branch network that's capable of delivering much improved service quality and results.

Our new Logistics branch in Born commenced operation in April, Ghent Forwarding branch in June and by the end of the year we will have welcomed our first customer into our new Logistics facility in Zaltbommel.

Thank you to the teams that have been involved in the start-up of these branches. They are big projects and many long hours have been spent preparing for and executing these moves, and dealing with the unique challenges that each has presented. It has taken a true team effort with lots of personal sacrifice to get these operations underway, and it's heartening to see just how far our teams from around Europe were willing to go to ensure that their team mates in these new locations got the help that they needed to get their operations underway and keep our customers happy. The team spirit is alive and well without doubt.

The coming weeks and months now provide the opportunity to bring these branches into profit and start generating the results we know are possible as a result of these network developments.

Despite the additional costs associated with the new facilities, our results overall continue to improve. Forwarding particularly is moving ahead quickly and bearing the fruit of an increased focus on quality and sales. Logistics continues to introduce new customers that feed the network and will end the year with two wonderful new branches, providing capacity for further growth. The Air & Ocean business, with both an expanding and intensifying network, has now become a real and consistent contributor to the European results.

We are achieving reasonable sales growth at 12% overall, however our self-expectations are high in this area and we are capable of better. We must bolster our sales teams to reflect the size of the markets we are in, understand clearly who our target customers are and why they are a good fit. Now is the time to be investing in a larger sales team to

continue momentum over the coming twelve months. Please make this a priority.

Hand in hand with sales growth comes operational quality. With exceptional quality, growth will continue and profit will improve. Every branch has KPI's to measure operational performance; live by these and use them to drive quality improvement. With many customers now using multiple services the impact of poor quality can reach far wider than a single branch, division or region.

Five things to focus on next year:

1. Increase sales team numbers in branches where we are under-represented, and let's get those call numbers up!
2. Pick up the phone, don't hide behind email, this just creates more email.
3. Quality – use KPI's to measure and drive performance.
4. Walk the floor and talk to your team; be present in your operations every day.
5. P.A.T. meetings, the actions agreed in these meetings will generate momentum in your branch.

Team, thank you for your energy and commitment, so much has been achieved this year, we are building something very special here. Enjoy your break if you are taking one, relax, enjoy the company of family and friends, and we look forward to another exciting year ahead! Merry Christmas!

Running Season!

It is not a secret that our teams are sportive and like to run for fun or charity. This season we have seen teams taking part in running events like the annual "bridge to bridge" run, where this time it was a challenge to finish as it was raining cats and dogs. The Russian "Zabeg" event in St. Petersburg on the other hand had excellent weather.



Bridge to Bridge / Dam Tot DamLoop – Well done team!
L-R: Joop, Rob, Sander, Jennifer, Rob, Frans, Frederik, Angelique, Ivo, Dick, Hans, Ceryl, Sebastiaan, Emy-Mihail



Zabeg Event L-R: Alexander Vlasov, Andrey Ilyin, Natalia Satir, Konstantin Gichin, Denis Scherbakov, Alexander Karamyshev



L-R: Mateusz Paziewski, Patrycja Bor, Łukasz Kaczmarek, Agnieszka Brymerska, Piotr Skipor, Adam Romejko

Our Polish team took part in a charity run which raised over EU€400,000. Joint effort and the spirit of healthy competition yielded great results to the team and gave them the needed energy boost to face new challenges.



Back row L-R: Jeroen Geerdink, Lucy Partridge, Niels Stadthouders, Remy Rosendahl, Mitchell Lagendijk, Wesley Banis, Stijn Vliegen, Ramon van Hek
Front row L-R: Laura Zenebergh, Aline Draps, Catalina Munteanu, Jasper Plugge, Arnold Bierma, Georgina Shelton-Agar, Robert Waasdorp

And finally, three Mainfreight Air & Ocean branches, Amsterdam, Brussels and Rotterdam, combined their strength to defeat all 25 obstacles in the 10 KM Obstacle Harbor Run in Rotterdam. All 14 team members

finished within time and celebrated this well-deserved achievement.

Well done to everyone who took part in these various events – it's great to see your energy and enthusiasm!

Air & Ocean Europe – Jason Braid

What an exciting year it's been for our Air & Ocean business, and whilst not everything has always gone as planned, the important thing is that we've learnt from these outcomes and as such, we continue to take big strides forward as a business; well done!

In September, we celebrated the one year anniversary of our Milan, Italy branch. We're extremely proud of what our team has managed to achieve there. Not only are they already bringing positive results to our business, but in conjunction with London, these two branches have shown how to successfully establish ourselves in new markets. This gives us great confidence as we look for additional opportunities to open new branches in new countries.

With this being said, we're happy to announce that in December we will finally open our second German branch in the city of Hamburg. Our new Hamburg branch will be an ocean freight branch situated in what is the third largest port of Europe. Once we've established ourselves here, we

will quickly begin looking to the Munich area as the location for our next German branch.

These markets we're located in here in Europe bring endless opportunities, and whilst we've once again seen good growth this year, it's safe to say that we can still do better. We need sales reps that have a hunger for gaining new business and that are excited to take on the old guard in 'their own back yard'. Sales should not be abdicated back to our sales reps alone however, and if we're to reach the lofty goals we've set ourselves, we must all take responsibility for what is such an important part of our business.

Once again, we've put a real emphasis this year on ensuring that developing the Mainfreight culture takes precedence. Over 50% of our Air & Ocean team have now been on induction courses and it's great to see these learnings being put into practice back in our branches. You should all be very proud of the positive difference you're making to our business. This focus on training and development, and ensuring we are the

best at what we do, will only continue as we head into the New Year. Please make sure that these learnings continue to be put into action, and that we keep striving for improvement in all that we do.

As we develop our business, it's great to see the stronger relationships developing around the world. Time differences and distances between our branches don't always make this easy, but it's crucial that we continue to work as one. The strength of this and the improvements being made have never been more clear; over 80% of all of our business into and or out of Europe, now either originates, or ends, in one of the 23 countries we're located in as Mainfreight.

As we look ahead to 2019, there's no need for drastic changes, rather we just need to continue to refine what we've already been working on and ensure we do so at pace. We're a very different and much improved business than what we were just a couple of years ago. What we're doing is working!

Team, we can't thank you enough for the hard work you put in each and every day, you're building something very special here in Europe. Whilst there is still a lot to do, please don't forget to look up from time to time and celebrate the many successes taking place on this exciting journey. Thank you again and wishing you and your families all the best over the upcoming Christmas holidays.

Celebrating 1st Anniversary – Milan

In September we celebrated our 1st year anniversary of our branch in Milan. It's been a whirlwind for our team in Milan and 1 year has flashed by! A branch that started last year with 4 team members, is now a team with 7 talents. This year we booked great successes and we are proud to say that "passion and knowledge are the keys to success to assure our customers of competitive solutions for all areas of the world". We celebrated this day as a family with cake and home-made food and of course pasta!



L-R: Marco Scarantino, Giulia Colombo, Giorgio Mongeri, Loris Parise, Emanuela Tedoldi, Cristian Milardi, Valeria Ratti

French Focus – contributed by Jake Pascoe

Mainfreight Air & Ocean has a vision to become one global team with a network that can't be matched by our competitors around the world. With sales in our Air & Ocean business being such a critical piece to this, working together in creating global opportunities and focusing on the right customers is one of our main goals!

In June we ran a "Fire Drill" marketing campaign as a global team, with the focus on customers who move goods in and out of France. With France being one of Europe's biggest countries and historically an economic power house sitting at the 6th largest global Economy, it holds a lot of potential for us as Mainfreight. It was exciting to get the focus completely turned on us in France for two weeks and we certainly loved the attention!

The collaboration and effort put into this from all of our teams around the world was fantastic, and it was great

to see the themed events and planning that our other regions used as part of their focus.

- The team in the Lower South Island of New Zealand had a spirited French Themed afternoon which included a full Crêpe station set up and enjoyed by all!
- The Sydney team came through with pics of an office that had been themed to match the Tour Eiffel.
- Our Shanghai brothers and sisters went out hunting through the supermarkets looking for all French Themed products to get as many sales leads as possible.
- And the team throughout the 50 States came up with creative ways to enjoy French food, while exchanging it for sales leads.

The results continue to come in and we have seen some nice accounts gained, especially from our team in Asia. Our focus will remain on France for a little



L-R: Joel Pereira & Shannon Hegan, Air & Ocean Auckland, celebrate with Le Tricolore

while yet to try and get the most out of all the effort that has been put in and we hope to see our collaboration throughout Air & Ocean globally continue to grow!

My Mainfreight Story – by Charlotte Egrix

I started at Mainfreight this September as new Branch Manager of Brussels and so far so good! In the first couple of weeks I travelled to pretty much every branch in Belgium and the Netherlands, meeting our lovely teams and receiving multiple buckets of apples as welcome gifts along the way. I have now mastered the art of baking apple crumble.

Attending the Zwijnaarde Forwarding branch opening during week one, at which Maori culture was demonstrated, was a pretty cool way to kick things off. You can't beat learning how to do a Haka on your first week at a new job!

It's early days for me in my role as branch manager, but I can confirm that every day is unique and brings its own challenges. Each day is different and unpredictable, even when you think you have a "normal" day ahead. It's exciting to tackle these situations with our team and find ways of improving processes so that we can grow. Our branch has a lot of potential and I am dead excited to be part of its journey!



Team Brussels (L-R): Charlotte Egrix, Katrien Baes, Laura Zenebergh, Aline Draps, Catalina Munteanu, Elke Lookcx, Rita Rassalle (missing Christine Tisson)

Lunch in Poland with Piotr Dejtrowski – contributed by Jake Pascoe

My sales trips to Poland with the team are always a destination I enjoy, however my last visit was something special! As well as seeing some fantastic customers, I was met with some of the best hospitality which reflects what the Mainfreight Culture is all about.

When travelling around Europe, and especially when you start to get into the depths and back corners of these lovely European nations, sometimes the food isn't always, let's just say, easy to deal with. However, on this sunny autumn day in Poznań, Poland (about 3 hours west of Warsaw) as we were just leaving one customer and rushing to our next appointment. As I often do, I asked what the plan was

for lunch. Just as I was preparing for the answer to be some three day old sandwich from a Polish truck stop, out of the back comes this beautifully packaged lunch bag!

"Well Mate, (a word Piotr has learnt from his Kiwi colleagues and uses in all of his English sentences), my wife has prepared something special for you". A little thrown and certainly surprised, I opened what felt like was a birthday present at the time, to find the contents of the bag included an amazingly presented Chicken salad, two organic non-sugar muffins and a cold pressed juice!!

Piotr and his wife Kasia follow a healthy lifestyle, and I was lucky enough to get a taste of it for the day!



Piotr and wife Kasia prepping the lunch box!

There is no doubt, it was 1000x better than anything else I could have found myself eating, but more importantly I think this highlights the fantastic culture that is alive and well in Poznań, and I certainly felt a part of the Family on that day.

European Logistics – Liane Philipsen

'Kee it simple' is the theme for Logistics Europe this year.

This theme relates to the way of working with our brothers and sisters, our existing customers and implementations for new customers.

In the past six months we have been able to put the theme into practice during several implementations of new buildings and new customers. The growth of Logistics in Europe is a positive sign of customers acknowledging the value of collaborating with Mainfreight; we offer them the combination of keeping things simple and our Continuous

Improvement approach. John Deere for instance is already a customer for 20 years and this year Mainfreight receives for the 10th year in a row the Achieving Excellence award. With that achievement we put ourselves on a very exclusive list of companies that are in the 10th year Hall of Fame of John Deere globally.

Our team members are the gems of our business and the team is crucial to support our growth. It is great to see that team members of different branches support each other even if this means being weeks away from home due to the distance between the branches. A big thanks for that!

Next to the new buildings in Born and Zaltbommel we are also growing within our existing warehouse in Romania. We implemented a new FMCG customer for whom we cover the complete supply chain. Great achievement from the team since the implementation time was only two months.

Let's also not forget our IT guys that show in practice the true meaning of delighting our customers.

In the next six months Logistics Europe will be focusing on growing the team, increasing our efficiency while we stand by our high quality standards.

Wish you all the best for the New Year, enjoy a great time with your family and let's start dreaming about that white Christmas!

We are Serving Meals @ Logistics Facilities

As we value spending time together as a family, this includes eating together. We are now selling meals in our 's-Heerenberg Meiland and Ans warehouses. Our own Canteen Team prepare home-made soup and fresh prepared sandwiches. Our team members who work in Meiland and Ans can take the opportunity to get lunch all together and to get to know one another as most stories are shared during lunch time. At this moment we are serving over 150 meals. For the Ans warehouse, this is an interim measure, with a fully operational canteen including kitchen to follow soon.



Team Meiland grabbing lunch together

First Pallets at our Brand New Logistics Facility at Zaltbommel (NL)

Back in March we started construction of our 25,000 square meter distribution center in Zaltbommel (The Netherlands), located beside the highway A2. The opening of this new facility will be in 3 phases.

At this moment our team is making all necessary preparations to have the first pallets arrive mid November. In December the area for dangerous goods will be operational and finally the office area will be completed by March 2019. These are really exciting times for the team and we wish them good luck!

Some facts & figures:

- 25,000 sqm warehouse
- 5,000 sqm storage for dangerous goods
- 1,100 sqm office
- 37 dock doors
- Shared canteen



Logistics Cooperation Born

Implementation of our new customer in Born took place recently, with our team preparing everything down to the smallest detail. Quality of this preparation was very high!

A lot of the processes were new for our Born team, therefore team members from Logistics 's-Heerenberg, experienced in these processes and our WMS, were present in Born during this period for support. The first days and weeks were of very good quality and above the expectations. It almost was too good to be true ... and it was.

As with every implementation, there are challenges. In Born we were faced with a backlog of international outbound orders. Despite all efforts of the combined Born and 'sHeerenberg



Meiland Logistics team enjoying their "thank you" gift!

team we were not able to work our way through this backlog. We needed support, a lot of support.

Our brothers and sisters from other European Logistics branches stood up and showed what "Family" is all about. From all over Europe, team members came over to get this done. Especially our biggest Logistics branch in

's-Heerenberg managed to send a huge team to Born. We are aware that the teams that stayed behind needed to work harder to free up and send a big part of their team to Born. As a big thank you to the logistic team in 's-Heerenberg, team members were treated with 70 "vlaaien", a specialty sweet flan of the Limburg/Born area.

European Forwarding & Transport – Frans Zuidgeest

Our half year financial results reflect all the efforts that you our Team have put into making our business stronger. We see significant growth in revenue and even more in profit. Thank you!

In September we have officially opened our two new Belgium branches in Genk and Zwijnaarde (Ghent). The team moved into the last one only at the beginning of July. A lot of work has gone into the move and the start up. A large number of new

team members are onboarded in our new facility; welcome to you all. We are still in the midst of the process, but starting to see the expected improvements. A real team effort, including support from our branches in France and The Netherlands.

With available capacity in the market, increased time window deliveries and congestion on the road and in our networks, it requires creativity and discipline to ensure high quality deliveries. Analysing issues and

always looking for improvements, will increase our service and margin. KPI's are crucial in this process. Make sure that you all understand the performance indicators for your team and set targets to improve them. Soon more tools will become available; now the first version of the data warehouse is ready.

Protect and improve our gross margin by cost awareness. Costs are increasing heavily, for example road tax increase in Germany up to 60%

per kilometre. Having our own transport fleet allows us to benefit from the current market situation, make sure that we use it in its optimal way.

By supporting our teams in improving their performance, we will launch a new customer service training and further empower the teams on the cross dock. Improving communication towards customers, clear expectations and improved utilisation of our line hauls are the main objectives. We will

invest further in sales team members, as from 2020 those team members will only be grown and promoted from within.

The exciting times will continue after Christmas, for next year we will experience the outcome of the Brexit negotiations and the European mobility package guidelines. Just two external factors that will have opportunities for our business.

Enjoy the holidays, especially time with your family and friends and let's look after each other!

Important to remember:
Measurement and Discipline!

- Concentrate on the facts, involve our customers.
- Availability of status codes will reduce the number of inquiries we get.
- Mainfreight freight first, one day missed = next day priority.
- Measure, report and evaluate KPI's: it is about the actions we take.
- Sales calls targets and focus on regions / line-hauls.

Don't forget to share successes, have fun and meet each other, look at the freight at the cross dock. You will be surprised by what you can learn.

Double Branch Opening for Forwarding Belgium

"Ready Fire Aim?" Yes! Of course our team can organise two branch openings over two days! Team Training & Development Europe helped organize the branch openings in Genk and Ghent Belgium.

"An enduring company is built by many good people, not a few". This value really nailed our event journey! We had a lot of help from our marketing team and team members from both branches, and even from other branches. We had fun and we had some big challenges to tackle, looking back now we can say we were each other's safety net, making sure no one fell. A big thank you goes out to all who helped and celebrated together.

Each opening had a theme; for Genk it was 'local sustainability'; for Ghent Zwijnaarde it was 'grow together', and at both openings we highlighted the fusion of NZ and local Belgian culture. At the events, the teams celebrated their milestone openings with our customers and team members alike. The investments of these new buildings are for them and because of them. We invited guest speakers like the mayor of Genk, Wim Dries, and Deputy Prime Minister, Alexander De Croo.

At both events we had New Zealand traditions such as a powhiri to welcome everyone into the branch, then an interactive haka performance where everyone had a lot of fun learning the haka and we discovered some real dance talents in our teams!

No one in our team ever had organized such events, but that would not hold us back! As our Three Pillars say "education is optional, learning is compulsory". Together we have tackled the challenges, we've learned so much on our way and we are happy to share it with all of you when you organize your event!



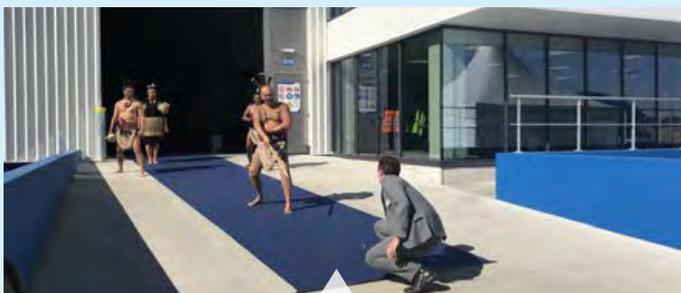
Genk



Zwijnaarde/Ghent



Rock reveal at Genk
L-R: Maarten Vannoppen, Ben Fitts, Don Braid



Frederik Gielis accepts the challenge at the Ghent Powhiri



Team and guests learn to perform a traditional Haka

Family Days – Romania and Genk

During the summer, Mainfreight Romania organised a Family Day and for a couple of hours we all became one big blue family. We had lunch together and we had the chance to show our work site to our children: the warehouse, the trucks and the office area. Also for the kids we organized a playground and had some small contests with rewards for the winners. Almost 270 persons (adults and children) participated to our event and it has been a great opportunity to spend time together!

After our Grand Opening in Genk on 25th September, it was time to show our families our brand new building. On this beautiful Saturday afternoon our offices and cross dock were available for a visit to our team members and families. Of course we do it the Mainfreight way and prepared heaps of fun things to entertain everyone!

For our children there was a bouncy castle and a kids corner with everything included, even a face painter to supply kids colourful noses. An arcade room with activities such as four F1 race simulators, soccer tables and air hockey tables was very popular.

And after these activities, we were all hungry! A food truck and bar served us delicious meals, drinks and ice creams! This is a great opportunity to be together as one family and is the perfect formula for a Mainfreight Day!



Karolien Orlandini, with her daughter
Lauren Moszinski

Say Hello to our New Team Members!

In September we welcomed 10 new team members in Genk. Our new facility has lots of green zones and our new sheep are now hard at work maintaining these areas in a way that supports a clean, safe and healthy environment. Along with our existing Bee Hotel this is another example of our commitment to a sustainable community.



Our Own Mainfreight Driver Instructor!

It finally happened for Wygle Liebrand. It was a hell of a ride, but after two years, eight exams, many courses and study hours, he may call himself as the Mainfreight instructor for drivers in 's-Heerenberg. In May he went on the road with the Mainfreight lesson truck for the first time. This truck has four approved seats and is equipped with extra mirrors and double controls. The first two Mainfreight drivers already took place in this brand new truck and have done the practical part of "the new driving" training by Wygle. A training focused on economical and defensive driving. This new Mainfreight lesson car will be used by Wygle one day a week to give training to all drivers. Congratulations Wygle!



Rene, the Best Practice Trainer of 2018 in the Region!

Rene Bisselink recently received a well-earned award from SBB Vocational Training and was also recognized as the best practice trainer of 2018 within the Transport and Logistics Sector in the region!

Rene has been training students since 2005. The students from Graafschap College learn practical and social skills on the work floor of Mainfreight. Rene is happily surprised with the award, "We think it's important that students learn from us in practice because they are the future. Many of our former students are still working at Mainfreight, which we are very proud of. Besides working with these young potentials, they also keep me young". Congratulations Rene and keep up the good work!



Robert Geurts (Graafschap College), Ineke Eskens (Start People), Bart Bouwmeester (Graafschap College), Andre Jansen (Graafschap College) Frans Zuidgeest, Danielle Stiemer (Graafschap College), Peter Nagel, Rene Bisselink, Mohammed Osman, Tonnie Abbenhuis, Diana Bisselink (Mainfreight and also wife of Rene), Rik Ruikes, Trudy Neijenhuis (SBB)

Mainfreight Road Trains

In 2005, we became one of the first companies in the Netherlands to join a trial and evaluation project for 25, 25 meter road trains on the Dutch roads.

Recently, we updated the configuration with a rented B-double slider trailer, which is used for distances over 200km from our cross-dock in 's-Heerenberg. Two Mainfreight drivers, one at the destination and one in 's-Heerenberg work together to operate a shuttle service, swapping the slider trailer between their units and providing useful efficiencies for our customers.

The new configuration has been successful and we are now training more drivers for the road trains and investing in two owned (Mainfreight branded) B-double slider trailers. The first is operational and the second will be operation in coming months.

By the end of the financial year we hope to be operating five road trains on Dutch roads, and we are investigating possibilities for Germany and Belgium. If we can make a positive business case you can meet Mainfreight road trains in Germany and Belgium too!





Australian Group – Rodd Morgan

Team,
We hope you enjoy looking through these glossy pages of our team review – again, filled with plenty of photos of our people and good stories of success and confidence.

The half year financial results are now well behind us but they show the momentum we carried last year has well and truly continued. All of our four business areas are ahead of last year in both sales and profit. Our strong sales growth has been important in these results and continues above our target of 15%. This is the best indicator that the quality and type of services we provide, are highly relevant and valued by the Australian marketplace.

That said, the lead into Christmas places extreme pressure on our team

to move the surging freight volumes. This is when all of the pre-season training we have done in the quieter months comes to the fore. Maintaining our quality through this period remains our key focus. This is the period that separates our business from others and is the time we can harm or enhance our customers' profitability significantly.

Whilst talking about quality, we want to remind all in our team that quality is not just the process of delivering our customers' freight on time and undamaged, or just the presentation of our business – it is also about how safely we move freight through the business to and from our customers. We each have a huge responsibility to ensure the safety of everybody in the supply chain and also the general public. Among other things, this means that, in particular, we have to

be meticulous about the quality of our loading and load restraint including segregation, that we ensure all vehicles in our control are roadworthy, that drivers understand their responsibilities around speeding, fatigue and drug and alcohol use – in summary, that we operate using work methods that are practical and safe for everybody and are well within the laws of the land. A big part of our responsibility is to ensure that our internal document and training management system is completely accurate and up-to-date so that we are certain that every single vehicle and driver that leaves one of our depots is operating with all necessary requirements in every respect.

Five Things to Do Better in 2019

1. Get Things Right the First Time. Nothing worse than having to do things twice simply because you did not do it right the first time.
2. Presentation. The highest standards of presentation will always be our best asset. This includes vehicles, buildings and most importantly ourselves.
3. Take Action. It is best to just get started on attacking issues and tasks as nothing resolves itself on its own.
4. Play your role. Make sure that you perform your particular role in the business well. If every member of the team did their role properly, we would have incredible quality.
5. Complete Projects. Too often with great intent, we start projects with a flurry only for them to peter out before completion. Be a person who finishes what they start.

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

Finally, thank you to each member of our team for your efforts that this year have helped our business to maintain and even accelerate the momentum that we started building last year. As Bruce says, momentum is like a sticky ball of wax rolling down a hill – the faster it rolls the bigger it gets causing it to keep rolling ever faster.

Merry Christmas and enjoy your hams!



Australia Transport – Bryan Curtis

The first half of this financial year has been challenging as we adjusted to the large increase in cost of running our business, with extra new team members in compliance, and the Mainstreet software platform roll-out. It is pleasing however to note that as at the end of September we are ahead of last year and expect the lead up to Christmas and the New Year to be strong.

The two biggest challenges facing our business today are compliance/safety

and the delivery performance of our customers' freight across the country. Both require an unequivocal commitment by all of us, every minute of every day, to ensure that we are doing everything 100% right.

The new Chain of Responsibility (CoR) laws came into effect 1 October 2018 and involve each and every person in the supply chain. We play a major part in this chain and as such must be vigilant in every part of our business. We have recently established a "Control Tower" that will monitor the

speed and fatigue for our line-haul units across the country working closely with our line-haul partners and drivers to ensure we are compliant in all facets of CoR.

Our continued focus on delivery performance is vital to our sustained success as we aim to achieve a 99% DIFOT (Delivered In Full and On Time). Good progress has been made in recent weeks, particularly in Sydney, as we build towards Christmas which will ensure that our customers receive a problem-free peak period.

Many thanks to our team across the country for your commitment, especially to our Owner Drivers who battle through horrendous traffic to deliver or pickup our customers' freight day in and day out, and to the team of line-haul drivers who ensure that our customers' freight gets to its destination safely.

A very Merry Christmas and a Happy New Year to you and your families - Be Safe!

Things to Do Better in 2018/19

1. Continue to drive the safety message in each and every branch; we are all individually responsible.
2. Ensure that each and every vehicle that enters or leaves our facilities is fully compliant with CoR.
3. Continue to fine-tune our delivery performance to achieve our target. We have always had, and will always have, a clear floor policy.
4. Remember Quality, Morale and Profit only works in that order.
5. Have fun, enjoy the fantastic people you work with. Be generous of spirit.

In August, the Mainfreight teams across the country held a "Mainfreight for Farmers" day to raise funds for our drought-stricken farmers across Australia. In Perth, Susie Meechan and Graham Herd donated their bonus cheques to the cause. Below are notes from Susie and Graham on their reasons:

The Mainfreight profit share was gratefully received by myself and my family and while every bit helps in our household, we believe the greater need is to show the farmers our support.

My father-in-law and his family have farming roots in regional northern New South Wales and while they themselves have not been greatly affected, this is a great opportunity to show the greater farming community that Australia is thinking about them. - Graham Herd

The bonus cheque is an unexpected gift and not like your pay, which you depend upon receiving each month. However the timing of the email coming out to say Mainfreight was fundraising to do our bit for the farmers affected by drought in eastern Australia couldn't have been better. Farming is close to my heart, and to see farmers and their stock suffering is not a nice thing to see, especially when it's in our own backyard. So what better way to start the fundraising by donating something that was an unexpected gift? I just hope that my little donation helps along the way by providing water and feed for the stock and to help put food on the tables and a glimmer of hope into the lives of the farmers and their families who are suffering at this time. - Susie Meechan

Sydney Metro – contributed by Craig Smith

With a large number of waterways in and around Sydney we are often restricted with the delivery points. On this day our Owner Driver, Ray Rgheed, was able to organise to meet the receiver at a jetty where delivery was successfully made, lowering the shed down onto a boat.



Ray Rgheed (right) with his happy customer

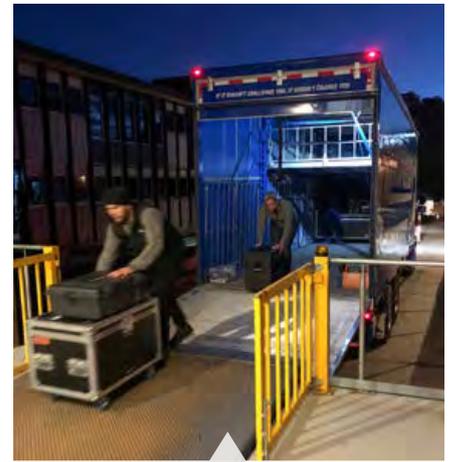
Bendigo, Victoria “The City in the Bush” – contributed by Claude Ayrton

It's surreal to think that we have been operating here in Bendigo for almost 12 months now. It feels like just weeks ago that we opened our doors to deliver the first wave of local Bendigo freight! We were greeted with a warm reception by the local folk, a much awaited arrival in fact... With nothing but a single driver and a plain white truck we set off into the goldfields with great ambition and a good name to spread.

Company driver turned Operational/Admin/ Customer Service all-star, Ben Norris joined me in late December to set the wheels in motion. Ben has entered the Mainfreight family with a keen intensity to learn our ways, demonstrating that he can handle anything thrown in his direction. We then welcomed Lidia (Lidz) Tonkin across from Epping just before the launching of Mainstreet (a god-send to say the least). Lidz has brought with her not only a wealth of knowledge of our business, but an unrivalled passion for taking on any challenge laid out in front of her and never settling for second best.

At this point in time we were only servicing local Bendigo and the surrounds - the game was about to change. Overnight we were running our own line-haul from Bendigo to Swan Hill and Mildura which meant the introduction of Night Shift Operations Team Member Micheal Lawry. Micheal with his 40+ years' experience has been a welcome addition to the team, putting his skills to the test while ensuring the fluid transition of freight to our on-forwarding partners.

Shortly after, we celebrated the arrival of Jeremy Dettmann who came on board as an Owner Driver to service the thriving town of Echuca. Having established and run his own transport business, Jez is a seasoned veteran who brings a comprehensive understanding of the region and the businesses within. Not long after we welcomed another OD to the team to take care of our local Bendigo service and surrounds. Graham Spedding has been in and out of the transport industry over the years and the siren



Jeremy helps move the sound equipment for the Forever Young Rock Choir (80 of Bendigo's most enthusiastic senior citizens)

has once again called him back to the lure of road.

The foundations are set and the wheels are in motion. It has been a challenging 10 months but we are heading in the right direction and feeling very positive about 2019. Thank you to everyone who has been involved in getting our depot up and running - we look forward to reporting back on the next stage of growth for Mainfreight Bendigo.

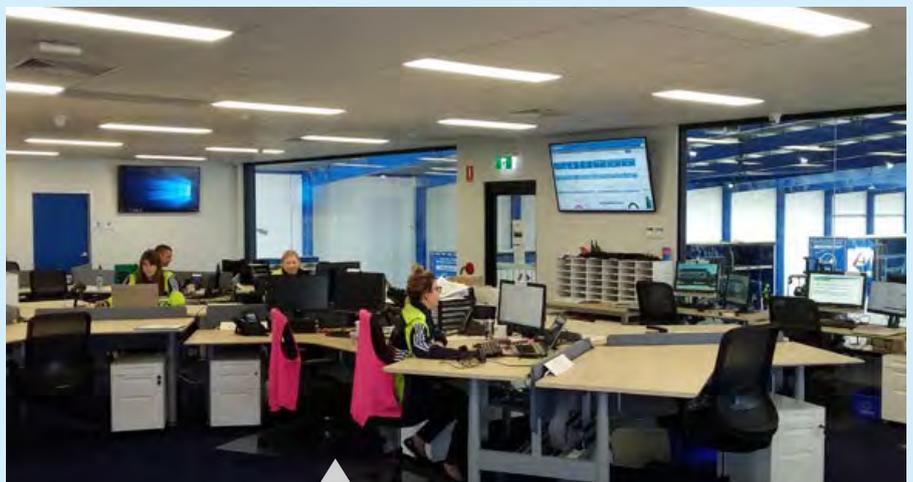


Bendigo Team (L-R) Jeremy, Claude, Lidia, Graham (Absent: Ben & Michael)

Newcastle, New South Wales – contributed by Ben Keane

To say the last 6 months have been hectic for the Mainfreight Newcastle Team would be an understatement! We have moved in to our new, custom-built depot; and have had five Owner Drivers start, along with 5 new team members.

On the operations front we have taken over Gosford and the remainder of the central Coast off Sydney. This has seen a nice increase in freight



L-R: Jacqueline Braeuning, Tanya Lucas and Alyssa Pilgrim

volumes whilst alleviating pressure on the Sydney Team in servicing the area. The team has also been able to set records for revenue and margin extraction.

The future bodes well for Mainfreight Newcastle. We will look to add another Melbourne run to our Epping facility early next year whilst re-establishing our regular Tuesday unit to Perth to cater for our growing demand and to fill a gap in service offerings in the market around Newcastle and the Hunter Valley.



Mainfreight Newcastle Depot

Toowoomba, Queensland – contributed by Aaron Fuery

Welcome to Mainfreight Transport Toowoomba, the newest branch to be added to our ever expanding network. Officially opening on 10th September 2018, we are delighted to finally have a place to call home. Located on a main arterial on the western edge of town, we are operating from a beautiful 1,500m² warehouse with drive-through access and an abundance of hardstand.

The team currently consists of two team members and two owner drivers (soon to be three). While the first



Day 1 - Toowoomba's first linehaul unit

weeks have had their challenges while we find our feet, the team is thrilled to be a part of a new branch and look forward to the journey that awaits us.

I would also like to take this opportunity to thank the wider team for their support during our start up, it's much appreciated!

Albury, New South Wales – Riki Tipene

Never did we think, we would be packing export containers in Albury, but here we are. First one packed today bound for the USA.



FTL – Rodney Steel

2018 has been the year of the container for the FTL Team. Our 20 bright blue and white containers entered the network in August and have already touched most of our Mainfreight family, with Owens, Logistics, Transport and Chemcouriers depots all having the opportunity to load them out. All these brands have been able to achieve great results from utilising our containers as they can maximise the cubic and weight capabilities while still being compliant.



For FTL, the addition of our own containers enables us to commit to greater rail volumes from the depots and our customers. In a standard week in 2017 we would move an average of 5 containers. Fast forward to this year and we now move an average of 17 containers per week. We have managed to nearly triple our capacity and we have only had the containers since August!

It's not only rail that is keeping us busy; we have been working on lots of projects, from moving trams around Australia, to a warehouse move of 50 x B-Doubles. Our general road movements are increasing too.

Looking forward to the New Year ahead; all we can say is 'Bring it on!'



FTL Western Australia – Paul Read

Over the last 18 months, FTL in Western Australia has been successful in winning a number of projects in transporting 'polypipe' to mine sites that can be located in the middle of outback Australia. The lengths of the pipe vary from 12m

long to 21m long. Extendable trailers are needed for pipe longer than 12m.

Many of the access roads to the mine sites are rough and corrugated, with red dust everywhere. It can take 7 hours to travel 200kms on some of

these access roads. There are sections of the track where 20kph is all we are capable of travelling at. To date, we have completed at least 6 of these large projects and our customers have been very happy with our service.



Access road which gives a good indication of the mine site's remoteness.



One of our extendable trailers loaded with 20m pipe.

Australia Logistics – Simon Hart

We have opened three new branches in the last six months and added 50 new team members to the family. This has been made possible through delivering great quality to our existing customers. Our reputation for quality is gaining more exposure in the marketplace helping us to attract new business, which requires new warehouses.

These new sites are located in Melbourne, Brisbane and Perth. In November we will open Kookaburra

Road in Sydney, which is 26,000m² and will replace two pop-up branches. With continued growth we expect to see more new branches in 2019.

Act with pace and make decisions on challenges within your control. Don't expect people to make decisions for you. A great way to do this is in your respective Positive Action Team meetings. No matter what task you are responsible for, if you carry it out to the best of your ability we will continue to deliver exceptional quality. There is nothing better than being

justifiably proud of your achievements.

The challenges faced this year, and expected in the coming months, have and will place our team under real pressure. We are grateful for the stamina and endurance shown to "get the job done". Please look after yourselves, a good diet and exercise will help us get through it.

This attitude serves to delight customers and position us for greater reward and success in the New Year.

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

As always there are a number topics to focus on that will improve our business:

- 1. Training:** As our team grows, good detailed training becomes even more critical to our success. The impact of not inducting new team members properly is poor quality, safety risks and profit leakage.
- 2. We are part of a global business.** Be conscious of how our actions impact other parts of the Mainfreight world. We need the rest of the Mainfreight world to trust us by delivering a high standard of service. This is critical to the development of our global network.
- 3. Meticulous attention to presentation:** We have improved significantly in this area but there is still work to be done. 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.
- 4. People:** If there is any doubt, don't employ. We know it is hard and it takes time. This is not an area for us to compromise. It is an exclusive family we are part of and we need to protect it.
- 5. Safety:** You are responsible for your own safety and everyone working around you. We are all leaders in this space. If you see unsafe practices make sure you put a stop to it and then work with the team to address the training challenge. Remember pedestrians **MUST** not be within three metres of a moving forklift.

Kookaburra, Sydney – contributed by Shane Zielonka

After all the planning, organising and excitement over the past two years, we are very close to opening Mainfreight Logistics Kookaburra! Everything is moving along quite nicely and we still expect to get the keys for our new state of the art facility by the end of November 2018.

The structure is complete, the concrete slab inside and outside the facility has set and the painting of the dual warehouse facility has dried – representing the mighty blue and white colours! The installation of the warehouse racking has commenced with a completion date of mid-December. One of the last touches will be the installation of the flagpoles representing the countries Mainfreight is now operating in. This is a very important finishing touch to our facility that we will take great pride in maintaining.

The physical structure is the easy part! We are still in the process of growing our team and recruiting the right people to operate, maintain and improve it – whilst still embracing our sacred Mainfreight culture.

The Moorebank and Erskine Park teams are all extremely excited about moving into our new facility, with our current storage capacity being at over 100%, the team have been patient and coping very well.

We have a big few months ahead of us; decommissioning two warehouses and consolidating these into a new facility



– all happening during peak season! However with our talented and culture-driven team and with the support of our brothers and sisters nationally – I have no doubts that the move will be a success. Bring it on!

Mainfreight Logistics Property – contributed by Jake van Meel

To complement the levels of growth we are achieving, new facilities in Melbourne, Sydney, Brisbane and Perth have been leased in the past 12 months. These facilities have added a further 52,000sqm to our warehousing footprint and increased our pallet capacity by more than 65,000.

Construction on our 26,000sqm

purpose-built warehouse in Sydney is nearing completion. The team at the Erskine Park and Moorebank warehouses will relocate our current customers from these locations, and with new business already committed we will occupy over 85% of the 33,000 pallet spaces from day one. Such is the demand for our services that plans for a third Sydney warehouse are underway.

In Epping, construction of our 20,000sqm warehouse is expected to commence shortly with completion anticipated by September 2019. This facility will interact with our existing operations and increase our pallet storage capacity by 26,000.

We have recently acquired land in Adelaide and Dandenong South. Plans are currently being prepared for

each of these developments that would add a further 7,000sqm in Adelaide and 30,000sqm in Dandenong of warehouse and over 48,000 pallet positions to our ever

increasing network. We expect both of these facilities to be operational by the end of 2020.

Finally, with such a significant amount

of investment comes the expectation that we respect and maintain our facilities, while enjoying the benefits they provide.

Epping Update and Put Wall Implementation – contributed by Val Teles

The end of the year is approaching and we are seeing a significant increase in volumes as expected. Over the past few months we have worked towards implementing solutions in the warehouse to help manage our customers' requests over the peak season.

The latest addition is the installation of a Put Wall. The Put Wall will introduce a new step in the order fulfilment process. We traditionally have a picker and a packer required to despatch an order. With this 'tool' we now have a putter, in between these two roles, whose responsibility is to place items in the wall.

The wall can cater for up to 200 orders at the same time split into lots of 50 orders at a time. This will give us the opportunity to process larger volumes of orders as well as improve our accuracy.

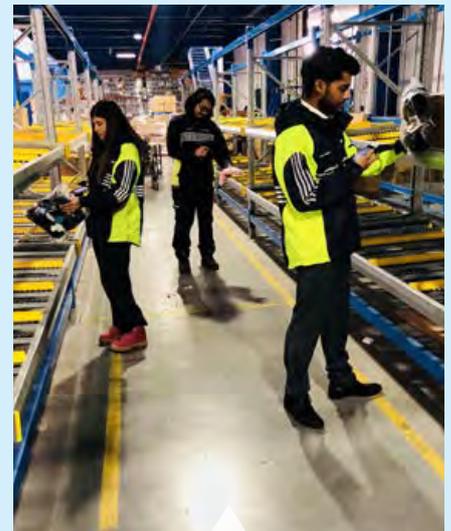
We are currently working through the IT implementation and the operational testing will be conducted shortly. We will be going live by mid-November at the latest.

How does it work?

The "Put Wall" module is fully integrated into MIMS. In MIMS,

users select the "Put Wall" pick type and release 50 customers' orders together as a single multi-pick task. Each order will represent a location in the put wall. The items picked are delivered to the put-to-light area. The put wall user scans the individual item using RF terminal. On the RF terminal the user is directed to location where the items are to be placed in the wall. Once the items are placed in the carton or tote bin the user must scan the location to confirm placement of the item. For each confirmation task, MIMS is updated in real-time. When the put process is complete for an order, the location is illuminated by a led on the packing side of the put wall. The user presses the button to confirm the order is complete, this task sends MIMS a confirmation that the order is complete. The user then proceeds to dispatch as per normal.

This is a very exciting step for the Logistics team as this will aid in the management of peak periods throughout the year in a very efficient way. Things are looking good at Epping when it comes to innovation and continuous improvement. We now look forward to putting this to the test with a solid end to the year.



L-R: Rima El Badaoui, Joshua Sumura and Joseph Padua

Logistics Solutions Team Update

This year we welcomed three new team members into the Logistics Solutions Team (previously known as the MIMS Team). Ghi-Na Nguyen, Katy Geng and Joseph Padua have all worked in different areas of our business and bring a wealth of knowledge into a new challenging and exciting environment.

The team at the recent EDI and Crossfire training held in Melbourne facilitated by Kishan Dhanji from our NZ Logistics Solutions team.



Back – Jason Moroney, Jeremy Collins, Kishan Dhanji (NZ IT)
Front – Rhonda Marroun, Ghi-Na Nguyen, Katy Geng

Noble Park – Presley Purcell

Hello Team,

It is both exciting and refreshing to become a Branch Manager in Logistics. My prior work history was for Mainfreight Transport. This began from my childhood, helping my Owner Driver Father roll tarps over 4m high loads and devanning containers over school holidays. As an OD and advocate for Mainfreight, my Father played a major role in supporting my growth within the business.

I remember many years ago struggling in my first full time position as a young night shift storeman in Hamilton NZ. The job was tough and my mate was urging me to work with him at Canpac. I called my Dad to tell him I wanted to quit Mainfreight. His reply: “Don’t give up when it gets hard, show your dedication to Mainfreight and they will look after you, you’ll see!” After leaning on this wisdom, it’s an awesome feeling to see this statement fulfilled, now working in a role I have dreamed of for years and with a fantastic company who truly value their people. My four sons will be third generation Mainfreighters.

I am grateful to say that the transition into the branch has been relatively smooth which can only be attributed to the Noble Park Team who exhibit a strong sense of team unity and “can do” attitude. There is no surprise they took out 2018 Branch of the year with Val at the helm. Thank you Team!

The pillar belief “keep reinventing with time and growth” rings true as processes are continually developed and redefined to satisfy customer requirements and improve efficiencies. I also recognised a strong contrast in work hours. Within the Transport world, phone calls are often around the clock and always flow into the weekend if you are in management.



L-R: Mikki Ilijanic, Jake Charles, Presley Purcell, Eric Thea



L-R: Anthony Ennerst, Clive Smith, Presley Purcell, Kaytlyn Davies

This is the Transport way. Logistics branches on the other hand operate mostly during the day with minimal calls or emails outside of business hours. This was immediately recognised by my wife and kids who were very grateful for the change.

This aside, the Mainfreight culture holds up across divisions, the leadership is strong and encouraging,

opportunities are left, right and centre with an ever growing and profitable business, there is little bureaucratic nonsense, and the Mainfreight family culture runs thick. With the Three Pillars used as a decision making criteria in all that we do, we will find that our culture will continue to strengthen and profits ensue.



Australia Air & Ocean – Grant Draper

We have had a great start to the year with some really exciting things happening and some good challenges in store for us in the near future.

We are seeing satisfactory growth in sales, this is coming from the hard work and focus our sales teams are showing when working with prospective customers to find smart solutions for their supply chain needs. We have high expectations, and increasing our growth is vital to unlocking the true potential of our Australian business. This growth is getting a real boost from our key account managers around the country who are focussed on developing a deep understanding of our existing customers' needs. They are tailoring suggestions to streamline their specific logistics cycle to provide efficiencies and faster to market opportunities for the ever-changing needs of our customers.

All of this growth can only be sustained if we continue to exceed expectations in service quality. We must understand what each customer's specific need is and then find the best way to over deliver. The Mainfreight smile, hardworking attitude and using our special skills are a key part of the Mainfreight culture.

The refocus of our airfreight operations is well underway with our Melbourne airfreight team now all working from our Springbank Street airfreight cool-store depot which is a stone's throw from the airport. This team is now living and breathing the



Some of our Springbank Team: Beau O'Connell, Colin Abbas, Ryan Darmanin, Michael Dyachkov, Megan Cooper, Chris Barnes, Vincent Fu, Tony Schembri, Adam Downing, Paolina Tortora and April Ali.

urgency of airfreight and the excitement and adrenaline there is infectious. We are sure this will result in high levels of service and growth.

Brisbane airfreight cool-store team have also just recently taken control of all airfreight and we are confident this will result in growth in all our Queensland airfreight products.

We are really excited about the extension of our Sydney airfreight cool-store depot where we now have three times the chilled work space we had before. Lisa Harrison, our Branch Manager, confirms our perishable customers love this as they can now move all their product through

Mainfreight and reap the benefits of our service quality and perishable know-how.

Our export teams around the country have been packing that LCL freight we are targeting into regular seafreight consolidation containers to destinations all over the globe. We are excited to now be sending these retail containers to our Mainfreight buddy branch in Singapore who on-forwards to the final destination from there. Our Melbourne, Sydney and Brisbane branches are not satisfied with just Singapore, New Zealand and Pacific Islands and are now targeting what will be their next LCL Consolidation destination.

The summer holiday period is just around the corner and in Australia that means BBQ, sun, beaches and family fun. I wish you all a safe and relaxing holiday break, a merry Christmas and a happy new year.

Things to Think About This Year:

- Must have impeccable presentation of our buildings, depots, offices, desks and ourselves. Be proud and play your part in presenting the Mainfreight image.
- Act today to achieve our goals. Don't hold off, do it now.
- Reduce waste; don't waste money, keep tight control of our expenses, find a better way.
- Develop our team; promote from within means we must continue to learn, teach others and strive to keep growing yourself.
- Remember, our customers are why we are here. Our Air & Ocean service quality is what we have to sell.

Singapore FAK – Air & Ocean Melbourne

The Mainfreight Melbourne Team loaded their first of many containers to Singapore recently which marks an exciting step forward in our overall groupage program. Well done to Paige Woodhouse and the Export Team for being able to drive this forward, with an impressive 84 cubic meters for their first pack. A big thank you also to Deb Carr, Tony Naumoff and the entire CaroTrans Team for their ongoing assistance, training and support. Go Team!

Australia produces and exports much more than coal, iron ore and Ugg Boots. The Mainfreight Air & Ocean Australia teams are taking a back-to-basics approach to assisting our customers in getting their products distributed in other countries. Our customers are supported by our amazing export ocean teams:



Paige Woodhouse, Bronte Houston and Julia McMillan



Adelaide - Jess Hautop, Hayley Collins and Bianca Newbery



Sydney - Conor McClelland, Sam Taylor, Bryant Tan, Joy Wu



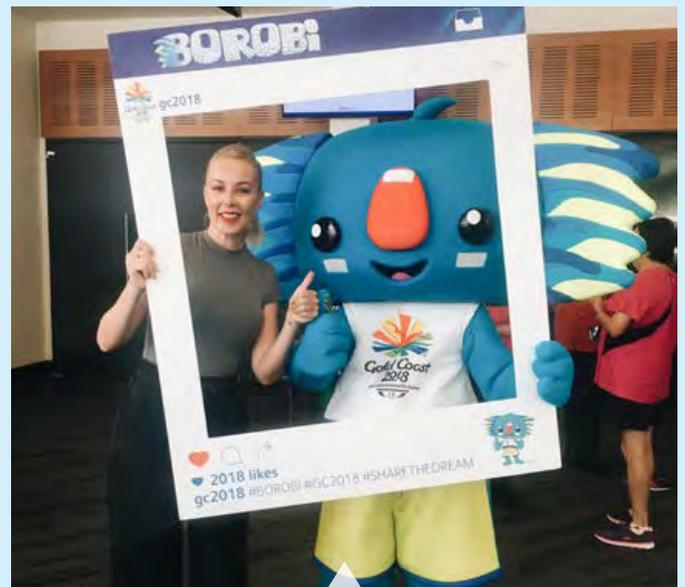
Brisbane - Joe Castellana, Kathy Bailey, Callum Bruce, Bailey Gooding, Faith Ling

Gold Coast Branch – Jade Fogwell

Gold Coast Branch officially opened April 1st 2018, and we are proud to be in one of the most sought after locations in the WORLD. Not only do we see over a million tourists each year pass through, our population is growing fast.

Gold Coast is a coastal city in Queensland, it's the sixth largest city in Australia with a population of over 560K people. It is also the largest non-capital city in Australia.

Without a sea port, we move all our seafreight via Brisbane port. Airfreight also moves via Brisbane, however down the track, because the Gold Coast does have an international airport, moving our own consols in and out of the Coolangatta Airport is our long term goal. What makes the Gold Coast Branch special is its regional local feel, but with a global network behind it. Our customers are loving the fact they can deal with Gold Coast locals that understand them and their business needs.



Jade Fogwell with Borobi, the official 2018 Commonwealth Games mascot

New BBQ Trailer – Air & Ocean Sydney

The Sydney branch's BBQ trailer is back and better than ever! With its sleek and stylish design, updated commercial cooktop and improved ventilation system, this new BBQ trumps the old one which was sent to an early retirement due its popularity and extensive use! With the great year-round weather in Sydney, the BBQ trailer provides the perfect method for a value added service to our existing customers as well as creating a great impression and relationship building opportunity with our new customers.



French Fire Drill – Mainfreight Teams, Nationally

Our Mainfreight teams across the country got into the French spirit to draw focus to the France and Australia trade-lane. Teams took part in hosting French-themed lunches and activities as well as answering the phone “Bonjour et bienvenue chez Mainfreight!” Our sales teams spent the month prospecting and visiting customers who are trading with France, with some useful business gained already and more to come.



Brisbane: Faith Ling and Abbi Delena get their berets on



Townsville: Chris Barnes and Melyssa Hobbs enjoying some French cuisine



Jodie Dirksen and Bianca Newberry

Export FAK – CaroTrans Adelaide

CaroTrans Adelaide packed their first Export FAK earlier this year at their Regency Park facility. This was the first of their weekly sailings to Singapore and beyond.

The occasion was celebrated with cake and some fuss with the whole team having seen the new venture unfold from the beginning.

Financial Controller’s Conference – National Finance Team

This year we were lucky enough to host the Annual Financial Controller’s Conference in Melbourne. It was great to see our fellow colleagues from across the world and was wonderful for the team to be able to put faces to the names we so often communicate with through email.



(L-R:) Raju Vegesna, William Smith, Joyce Guillen Cox, Nick Payne, Paul Sharpe, Erik Berger, Tarun Kumar, Joel Pereira, Aart Van Silfhout, Graeme Illing, Alvin Datt, Lucy Owen, Tim Williams, Richard Vlasbolm, Franky Lui, Joost Froeling

Branch Buddy Visit – Air & Ocean Sydney

We recently put the “Branch buddies” system into practice when Sam Taylor, Kylie Strickland and Ben Lenzo from Sydney were invited to visit the Auckland office. The lovely Annette Webb (Sales Manager) introduced us to the Air & Ocean team, helping us put faces to familiar names.

The trip opened up a lot of great conversations from an operational perspective; we learnt each other’s pain points first hand, exchanged some tricks and ideas, and gained a better understanding of what we each do.

We found that Auckland and Sydney are much the same when it comes to traffic and delays. The relationships and friendships fostered during this trip have greatly assisted in our everyday business across both



L-R: Victoria Gelmi, Cameron Couper, Sam Taylor, Ben Lenzo, Georgia Staddon & Kylie Strickland

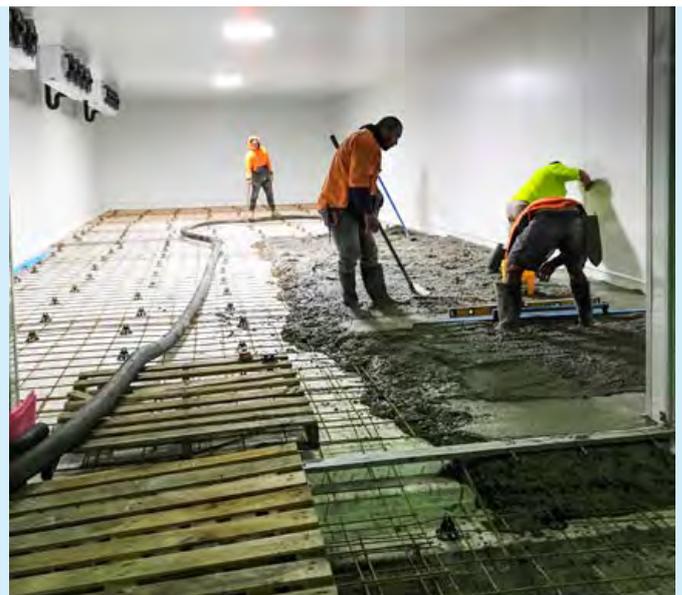
branches. Elle Stewart was kind enough to take us on a site tour of our Mainfreight branches in Auckland. It was refreshing to see other branches with great morale and Mainfreight

culture as well. It would be great to keep these trips going and we would love to have our Kiwi team mates visit us here in Sydney sometime soon.

New Cool Rooms – Air & Ocean Sydney Perishables

In early May, extensions to our cool room facility started at our Air & Ocean site in Sydney. Completion was early August and we are extremely proud of the standards we are setting in the Sydney market. We can confidently offer a complete service to our customers for both export and import. Trade agreements between Australia and China sees us moving large volumes of fresh milk on a daily basis and the new protocols in place for cherries and other summer fruits have put us in an enviable position to be able to handle the shipments from start to finish on our site, including fumigation and rapid cooling before uplift.

2020 sees the end of “pre-cleared produce” coming into Australia and as such, we now have three Bio-Security inspection rooms along with cool-room space to hold the product before and after inspection. The team is completely trained up and ready for growth, with five fumigators and three QA Officers (for export inspections) with Protocol Registration.



Exciting times ahead in the Perishable industry and we are ready!!!

Melon Season – Brisbane Perishable Team

Summertime in Queensland is peak time for the Brisbane Airfreight and Perishable team as summer fruits such as mangoes and melons are at the height of their season. Once the season is in full swing, the Mainfreight team are exporting around 50,000kg of mangoes and 150,000kg of

melons per week! These volumes move by both airfreight and seafreight with the melons in particular being a great little earner for the Brisbane team.

This reward however does not come without a lot of hard work. It is a very labour-intensive process where the

fruits must first be unpacked from their boxes, inspected by licensed team members and then fumigated and ‘dipped’ to kill off the Queensland Fruit Fly. It takes eight team members between eight and ten hours to dip a 40’ container load of melons from start to finish. Once the melons are

dry, they are packed back into their boxes and Quarantine will perform a final inspection to deem fit for export.

These melon exports have added great volume and growth to our business and at the same time we have been able to secure business from our competitors that are not able to apply these treatments at their facilities. Mainfreight Brisbane Perishables is currently handling the largest volumes of melons from Australia to New Zealand and we are looking to grow this further this season, and into the future.



Owens Transport Australia – Mike Reid

Firstly I would like to thank everyone in the Owens team for their dedication over the past few months.

Our profitability has been ahead of last year, but still below some of the set targets. Our aim to lead the way towards a high quality wharf operation has had some great momentum recently and we are starting to see some great looking gear on the roads which is a credit to those drivers

concerned. It is critical we have all our fleet in our livery – red trucks correct signage and always immaculate. Our image sends a powerful, positive and professional message to our competitors and customers.

One of our core beliefs is that our customers' success creates our success, and all of us, regardless of our roles, are responsible for helping our customers achieve success. These actions will help us achieve

strong results in turn and drive a real, and valued, partnership between us and our customers.

Over the last six months we have worked tirelessly at building and developing our national sales team and structure; we believe this is absolutely key to our future success. We now have in place Sales Managers and Sales Support in every branch to lead the team in the right direction with a unified goal of growth.

Thanks to our team Merry Xmas to you and your families and we look forward to an exciting New Year ahead for us all.

Our focus going forward must be on, but not limited to:

- Our Presentation
- Our Quality
- Our Safety.

A Word from Our Melbourne Team

Doesn't time fly? We have now been at our Altona home for over 12 months having celebrated that feat on September 18 2018.

When we sit back and reflect on not only the last 12 months, but the time spent in sourcing a suitable location and the planning and building of this site, so much has happened.

Our office team has grown considerably to add both the strength and foundation for our growth in what has been a very exciting time. Our year-on-year volume and ultimately revenue growth has put us in a position where for the first time ever we are looking at finishing the financial year in the black. This growth has not been easy but the

dedicated team here at Owens Melbourne has risen to the challenge and truly done a remarkable job in obtaining new customers, maximising margin from existing customers and controlling cost.

In what is an ever-challenging environment, we have always looked to add value for our customers and maximise the revenue potential from within our infrastructure. This challenge has led the way for us to have a 60 TEU capable fumigation area for the current stink bug season and beyond, giving us another vital value-add for our customers, and another revenue



Owens Melbourne 1st Birthday cake

stream. In the first four weeks of operation the depot team have pumped through 256TEU of container fumigations which has seen our customers experience greater turnaround times for completion then peak periods gone by.

On the transport side we are starting to see the fruits of the team's hard work with real interest coming from some of the larger importers and exporters of Melbourne. Our sales team are working diligently in signing up the large accounts to feed the beast that now boasts 36 trucks on the road daily delivering for our customers. This fleet is made up of 2 Super B-Doubles performing a wharf shuttle at 77.5 tonne, 4 x B-Doubles delivering direct to our customers, 10 side loaders and a 20 strong & versatile standard trailer fleet.

We have a real buzz of excitement in our team and we could not be prouder of the achievement thus far whilst recognising the job still is not done. Together as a team we will continue to strive for excellence in everything we do and aim to be Melbourne's premium wharf transport and ancillary service provider.



Fumigation Pad Owens Melbourne

Every day is an opportunity for growth and we have both hands waiting to catch it.

A Word from Our Sydney Team

Sydney has continued its 2017 breakout year with another solid performance to date in 2018.

At the time of writing we are in the final stages of preparing our yard and warehouse for the start of our CFS Operation. By the time this goes to print, we should have already

moved and unpacked our first containers. This is such an exciting time for our business with the opportunity to start a new revenue stream from scratch. There will be a number of new additions to our team to support this operation. To all of those new team members, welcome to Owens.

A Word from Our Perth Team

With Christmas already on our doorstep, we have braced ourselves to tackle the silly season head on and you can bet we are ready for it.

Throughout the quieter winter months, we tried to think outside the box and we have worked a lot closer with all the other Mainfreight brands in WA to build our volumes. In particular, we welcomed the introduction of the new FTL rail container fleet and the local WA regional projects. In 2017, we completed 20 jobs for FTL, 2018 YTD we have already completed over 300 jobs.

During these winter months, we hooked up the road trains and headed north to meet the cruise ships that landed in Broome. Loaded with a mixture of fresh and frozen food containers to restock the ships and



2,250 kilometres in front of us, timing was crucial. Well done Marty – on time every time.

The Perth container market has shown some positive signs over the past few months and we have noticed some good volumes and new business coming our way. We will keep building on this and take it into 2019.

The new and updated CoR legislation came into play in October and we are confident we have everything in place. This process has been greatly supported by our fantastic team of owner-drivers and we're pretty sure we have the best-looking Owens fleet in the country. Well done team and thanks for sticking by us.



Two good looking trucks – owned by Keith Stone (left) and Damen England (right)

New Zealand – Craig Evans

Driver Appreciation Week

October 2018 was the first time we officially dedicated a week to appreciating our drivers and the tasks they undertake. Drivers are an important face of our business that can make or break the hard work of many. They do a great job, often in trying circumstances, from

the long hours, road congestion, adverse weather, to navigating poor or dangerous driving of others on the road. So thank you from all of us. Every team member, no matter where or what they do in the business deserves an appreciation week, but for now it's our drivers' time.

I would like to add that it's very satisfying to hear about our team, both male and (increasingly) female, passing their Class 2 truck licences. The more we invest in new skills and appreciating first-hand what others deal with each day, the stronger we get.



Easy to Do Business With

Most of the NZ team have participated in the refreshed Easy to Do Business With course, conducted up and down the country by our excellent Training Team. It's been a decade since we introduced the original course, and in this time the world has changed, along with increased customer expectations,

work hours, millennial thinking, and the unrelenting critique delivered by social media.

Whilst a lot of what we do each day remains timeless and non-negotiable, equally we need to adjust as the world is moving on a wave of technology, life

style and ecological change. For our team, that's a challenge we can meet head on as industry leaders, and accept it is just part of our 100 year journey. We have the determination and means to manage increased complexity and social transformation well beyond our competitors.

Solar Power

Year 2019 and beyond will see more solar powered branches emerge, more recycling of our waste, including food into worm farms, depot design for electric vehicles (EV), and new

intellectual property (IP) in technology that accounts for carbon usage by consignment note. These are responsible and exciting times, not only are we doing the 'right thing' for

future generations, but it will also deliver a significant point of difference where universally our customers must equally participate.

It's a better place when...

You look after your mate's (friend's) freight; their inbound is more important:

1. A real mate looks after your inbound freight ahead of their own outbound freight each day
2. You capture a lot of goodwill and support from the local consignee market with a faster consistent delivery service
3. Your mate will deliver yours in the same manner, even if it's late inbound (see 1.)

A Small Story

Some years ago I remember approaching our freight operation in Railway Lane Auckland thinking about an important meeting that morning that I was ill-prepared for. As I was turning into the entrance navigating heavy traffic I caught a glimpse of what I thought was a driver out of uniform, wearing a black singlet and departing the depot into the same traffic.

For a split second I didn't want to believe what I'd seen and I contemplated carrying on. The hassle of fighting against traffic to give chase, knowing the type of day that was about to unfold, didn't help matters.

However, my conscience wouldn't let it go – in fact by now I was annoyed that any one person could compromise another team member's pride and daily investment in upholding our image, and our sense of place.

The general public must have thought it was police bust, given the way in which I cornered the driver at an intersection a few kilometres down the road.

It turns out the driver was wearing a black singlet. After listening to his myriad excuses, including the heat of the day, I satisfied my concerns regarding the fundamentals that our

uniform represents, and that he may not have considered at the time.

The point to the story is that detail, safety, and any misdemeanour compromising what's important to us, only becomes a much bigger problem if we turn a blind eye.

Next time you have a "black singlet moment", in that split-second you contemplate walking by, remember you are the guardian of every other team member's invested efforts, and equally you become an accomplice if you do nothing. ***"The standards you walk past are the standards you set"***.

To the New Zealand team – you never fail to impress with your dedication and desire to be better year on year. Equally to the global team, thank you for having our back as we all learn to become interconnected mates reliant on each other.

To all, I wish you a fabulous Christmas period and fun-filled time with family and friends.

New Zealand Forwarding – Carl George

This year has been quite unlike the past two years for our Domestic teams throughout New Zealand. No new software systems to roll out and be a guinea pig for, no major earthquakes (although still some minor ones from time to time), and an inter-Island ferry service that "touch wood" does not break down before Christmas!

So 2018 thus far has been a really positive year. As a team, at the start of the year, we were all well aware that we had a lot of work to do in terms of quality and service improvement, with a strong focus on branch-by-branch KPI improvement. It has been pleasing to see the efforts and urgency from all the teams, who have really put a strong emphasis on this, as well as continued focus on

improving our image. The results are a real credit to everyone.

An important part of this focus has been the Total Quality Meetings (TQMs) we held this year for Chemcouriers, Mainfreight FTL and Mainfreight 2Home, all involving teams discussing core aspects of their divisions, strategic focus moving forward, and reiterating the key messages of the business around profitability and quality.

At the midway point of our year, the results are strong, with increased profitability, increased sales revenue, and improved margins putting us in a good position leading into Christmas, and whilst we are always good at having a year of two quite different halves, if we can keep up the strong momentum through to the end of

March 2019, we might have played the full 80-minute game for once!

Continued volume growth brings the requirement for increased infrastructure, and it seems that every year the list of new building developments in New Zealand continues to grow. We are in the process of working on new branch locations in Whakatane and Levin, and are looking forward to having our new Mt Maunganui site completed in the near future.

More volume also requires the need for more owner drivers – to pick up, line-haul and deliver our customers' freight. The challenges around finding additional owner drivers led us to establish the Mainfreight driving academy, and whilst still in its infancy, we are going to have a big push on

identifying and developing the next wave of business owners in the New Year who can help us continue to grow the business in the many years to come. So if anyone wants to take

on this opportunity from within the business please let us know.

The strong platform that we set today will allow us to continue to grow the

business and continue to provide great opportunities for all team members to build your careers, and most importantly delighting our special customers who support us every day.

To everyone who is part of this journey, thank you once again for your commitment and energy this year. We could not do any of this without the support of all the families throughout the country who allow us to get the job done every day, so a special thank you to all of you.

Have a wonderful Christmas and New Year.

Things to Think About in 2019:

1. Make sure you look after yourself better in 2019. Take the time to work on you and keep a check on your health. Every year we all get a bit older so we need to pay more attention to our wellbeing, and to our families.
2. Continue to be strong on the detail in our business, be passionate about our image and brand, and how we all play a part in protecting it.
3. Sales – keep growing your business, every week we must all be looking for the next parcel of new business.
4. Make sure you are developing and mentoring the next leaders of our business in your branch – Sales, Operations, Transport, and be prepared to share them with the wider business.
5. Always do the right thing, whether at work or at home; it will always result in the best outcome for everyone.

V3.0 Hardsider

Corey Duggan has put this fantastic new hardsider unit on the road for us. Corey has upgraded his previous semi unit (105m3) to this new truck and trailer unit (161m3), operating Auckland to Wellington and return each night. Thank you mate!



Taupo Branch Opening

Taupo Branch Manager Nick Hyde and the team officially opened the new branch at the end of September.

Mayor David Trewavas helped unveil our "rock". The opening was enjoyed by all – including our customers and

suppliers who helped us make the move to this great facility possible.



Children from Tauhara Primary School performing a Maori Waiata



Bruce Plested and Taupo Mayor David Trewavas unveiling our "rock"



L-R: Edward Creedy, Nick Hyde, Craig Evans, Bruce Plested, Carl George, Nic Kay

Chemcouriers North and South Island

The bi-annual Chemcouriers TQM was held in Auckland and Christchurch recently. There was a great turnout from operations, customer service, transport and owner drivers who attended on a Saturday. Special guests from the CVIU, NZ Chemical Council and Fire Department also attended, with our Chemcouriers team also presenting.



Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sep 2018	To Mar 2018	To Sep 2017	Branch	To Sep 2018	To Mar 2018	To Sep 2017
Chem Auckland	2146	2328	2637	Ashburton	4200	1816	1562
New Plymouth	1458	1359	1217	2Home Auckland	3886	901	769
Invercargill	1440	709	654	Whanganui	3500	5943	5780
MF Hamilton	1297	1013	1319	Chem Auckland	1826	5106	4366
2Home Auckland	1062	618	543	MF Hamilton	1627	1137	1133
Rotorua	921	662	774	DF Christchurch	1622	731	637
Chem Christchurch	902	658	530	Taupo	1505	1814	1354
Dunedin	886	580	759	Chem Christchurch	1466	1693	2868
Mt Maunganui	862	660	600	Masterton	1357	New branch est Apr. 18	
2Home Christchurch	860	544	433	MF Auckland	1356	1078	726
Whanganui	849	605	751	2Home Christchurch	1288	597	427
DF Christchurch	819	483	409	New Plymouth	1212	1023	845
Masterton	816	New branch est. Apr 18		MF Christchurch	1203	1209	1430
MF Wellington	768	533	484	DF Auckland	1154	902	856
Whangarei	753	1510	1211	Owens Auckland	1146	1444	1152
Napier	703	630	551	Invercargill	981	749	828
Palmerston North	626	670	671	Thames	946	1351	1113
DF Auckland	532	379	352	MF Wellington	877	945	879
Total Company	473	498	469	Total Company	850	843	771
MF Auckland	433	453	433	Mt Maunganui	748	923	927
Ashburton	423	1004	2839	Napier	744	738	683
Cromwell	364	193	142	Rotorua	690	853	1159
Owens Christchurch	354	457	351	Whangarei	652	776	802
Nelson	320	286	227	Palmerston North	585	902	939
MF Christchurch	303	391	377	Dunedin	524	500	429
Thames	262	636	572	Owens Christchurch	485	653	543
Blenheim	233	348	461	Cromwell	453	312	239
Owens Auckland	165	290	278	Blenheim	366	568	528
Taupo	164	117	164	Nelson	322	321	299

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.

Autosense In-Cab Safety System

We have installed in-cab cameras in our FTL units. The system uses an in-cab camera focused on the driver's eyes to detect changes indicative of fatigue, or in basic form, prolonged eye closure. Once detected, it automatically instigates an audible alarm and vibration of the seat to wake the driver.



Keri Monk – Mainfreight FTL Palmerston North pictured in the cab

New Wharf Operation Livery

We have recently rolled out new livery along the chassis rails of our container fleet, trailers, highlighting the global locations we operate in. Our latest unit, operated by Simon Sahim, looks fantastic, thank you.



Driver Simon Sahim, 15-year legend and his new Mercedes truck and 20/40ft swing lift

Agriculture Corner

The team at Daily Freight Christchurch has had a great Ag season over the last 12 months, a foundation market segment that goes back many years and has been based on strong relationships with potato growers largely based south of Auckland on the Bombay Hills.

Harry Clinton-Baker and the team, with a strong new business focus have over the past 12 months, grown volumes from 125 x 20ft containers (2818 tonne) to this year 271 x 20ft containers (6222 tonne) – well done team!



L-R: Rey Dela Cruz, Steve Moule, Harry Clinton-Baker



Mt Maunganui Development

Ground work is well underway on our new Mt Maunganui depot located at the southern entrance to Mt Maunganui. At this stage we expect building works to be completed early 2020. It will be a totally new design of building with the office block located at the side of the main docked area, allowing the use of all four dock sides. Branch Manager Lance Chadwick and the team can't wait to move in!



Mainfreight Palmerston North Celebrates 30 Years

Congratulations to the Mainfreight Palmerston North team who recently celebrated 30 years. The team went all out to recognise this special milestone. Great effort team!



Mainfreight's Got Talent 2018

The "Mainfreight Idol" concept started back in Rotorua in 2004 under the guidance of talented team members Leonie and Randal McMahon. Momentum and popularity soon grew and the location kept moving over the next few years to larger facilities.

The concept was re-named for 2018, taken over by our own Mainfreight Idol legend, Jodi Vaughan, and moved to Hamilton.

It was a roaring success and will no doubt seek out many new Mainfreight stars in the years to come

Runners up on the night were:
2nd place equal – Dan White Mainfreight Hamilton & Jerry Robinson Mainfreight Tauranga

3rd place – "Maori Boys United", featuring Kerry Maxwell, Ricky Bishop, Anthony Curtis & Joe Curtis, all from Mainfreight Rotorua

1st place winner – Shannon Hegan, Seafreight Auckland



Andrea Mill and Jodi Vaughn

Equipment Tracker

Mainfreight has recently purchased 300 Oyster Trackers, which operate on the new Spark Network and use a platform developed by Blackhawk in Auckland. So far in October, 91 segregation bins have had the GPS devices installed, with another 209 ready to be deployed. These trackers use an Internet of Things (IoT) LoRaWan network, enabling accurate tracking while providing 3+ years of battery life. Our main goal is to know where our assets are 24/7, reducing the need for manual stocktakes, and improving utilisation by having the assets where they're needed most (reducing downtime). Once bedded down, the plan is to introduce further trackers, and have all segbins, company-owned containers and TCP's (third party container) tagged. The team is already enjoying the real-time visibility, and we are investigating what asset type should be tagged next.



Alan Murray, Chemcouriers Auckland

is to know where our assets are 24/7, reducing the need for manual stocktakes, and improving utilisation by having the assets where they're needed most (reducing downtime). Once bedded down, the plan is to introduce further trackers, and have all segbins, company-owned containers and TCP's (third party container) tagged. The team is already enjoying the real-time visibility, and we are investigating what asset type should be tagged next.

Chemcouriers PRINCE Gold®

Chemcouriers has recently retained its PRINCE Gold® Award. This reflects the company's achievement for successfully implementing the revised hazardous substances regulations, and the very high standards evident in our training, conduct of our operations and overall commitment to safe chemical management.



Responsible Care NZ Compliance Manager Ken Clarke presenting the PRINCE Gold® certificate to Clinton Smith, Branch Manager, Chemcouriers Auckland
L-R: Alan Murray, Clinton Smith, Ken Clarke, Shayne Porter

New Zealand Logistics – Mitch Gregor

Change the way you look at things, and the things you look at change

If you want change then act on it, do something about it, put your hand up and get involved in our business. It's full of opportunities for those wanting to be part of something special. Your attitude and your approach to what you do, over time will directly correlate to your career progression.

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

The long hours, whether it's unloading containers, picking orders, or working with customers, the extra effort from our team around the country is really appreciated.

We are encouraged by the improvements we have made over the last year and excited about what is ahead. 2018 has been an exciting year for us, but not without its challenges and hard work.

It's important as we continue to grow globally that we align ourselves and keep our approach to business simple.

The accuracy and consistency of our inventory management, the cleanliness of our operations, picking and packing our orders on time and our ability to interact and communicate with our customers in a confident and professional manner is crucial.

We don't need to over-complicate basic processes, our customers want and expect the same service from us across all the countries that we operate in, and standardised repetitive processes which generate incremental benefits and efficiency gains for all.

Let's focus on finishing the calendar year by ensuring that we provide our customers the best possible service and start 2019 strong.

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

- Completion of peak season – getting our team through whilst ensuring customer satisfaction
- Further intensification of our regional networks through investment in infrastructure

- Helping our team to develop their skills, knowledge and awareness of our business to ensure career growth
- Continued global engagement to drive the growth and quality of our Logistics business across Australia, USA and Europe
- Cost management with particular focus on labour and overheads (in line with sales growth) right down to the small stuff

- Business growth – new business sales growth and stronger account management for 2019
- Further alignment with our key suppliers (engaging them better and working more on innovation and developing our industry)
- Quality and improving our technology uptake across our operations with the rollout of new Radio Frequency (RF) devices across USA, AUS and NZ now complete

Goals for the Year Ahead

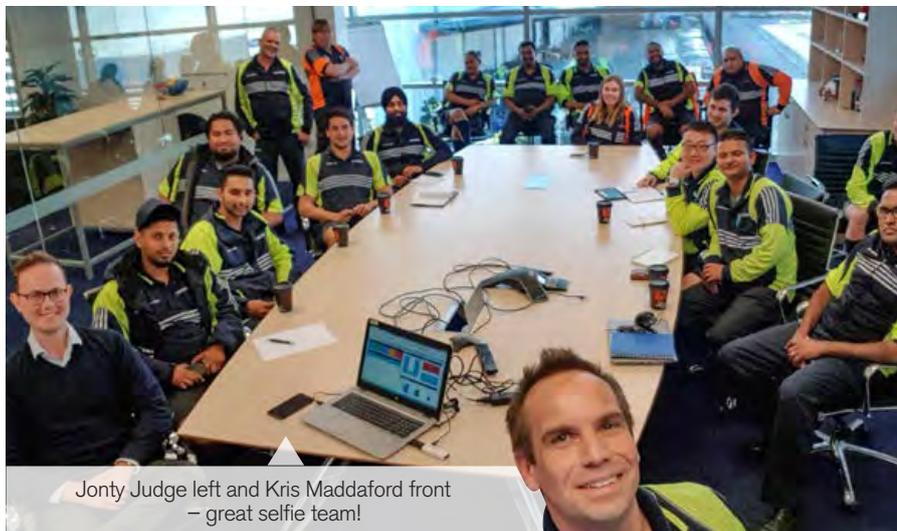
Some simple goals for the year ahead:

1. Expand our sales pipeline to underwrite further investment in property
2. Career and leadership development of our people, providing greater opportunities for our team
3. Continued focus on account management and continuous improvement for our customers
4. Embracing productivity measures, quality focus and tools for improved efficiency
5. Lifting our image
6. Driving – a safety focus

Merry Christmas to everyone in the Logistics team across New Zealand, thank you for your continued effort and the commitment you and your families make to ensure our business is successful, we really appreciate your hard work.

Warehouse Layout Workshop

Another successful operations workshop was held recently, led by Kris Maddaford and Jonty Judge.



Jonty Judge left and Kris Maddaford front – great selfie team!

Cromwell Warehouse Makeover

Clarke Hegan looking proud of the efforts put in by our Cromwell team with their recent warehouse makeover.



Islington Kiwi Ingenuity

An example of innovation and safety at our Islington warehouse in Christchurch to store and hold photocopier machines. It's amazing what a piece of 4x2 wood can do.



Mis-pick Wig and Wings

We don't take mis-picks lightly at Owens Logistics in Christchurch. Just one slip-up gets you half an hour in this gorgeous blonde wig. Andrew Sesani has torn open the packet and is the first to wear the mis-pick fairy wings. So best we stay vigilant and sharp and avoid those mistakes, or you too could be in the next newsletter!



Andrew "Wigs" Maxwell



Andrew "Wings" Sesani

BBQ Boys

A recent team lunch at The Landing by resident chefs Shailesh Bhuthadia and Luke Rudolph, after a state-of-the-nation catch-up.



Shailesh Bhuthadia and Luke Rudolph



Mainfreight Air & Ocean – Nic Kay

Team, it has again been an action-packed year for the Air & Ocean business in New Zealand. 2018 has delivered a lot of positive changes throughout the business – changes in leadership, process improvements, building developments, team development – all gearing our business into the future. The foundations we are laying now will ensure that we continue to keep growing as a team and as a business. I would like to thank you all embracing change and adapting so well, it has been great to see our teams rally together and keep moving forward.

Mainfreight's capability to offer world-class supply chain solutions is gathering momentum across our global footprint. The connectivity and reach to global markets that our Air & Ocean business contributes is such a key service component of our overall supply chain solution for customers. It is very important that we understand the importance of the part we play in

the network and help each other out across all branches and services globally. Having the ability to deal with one Mainfreight team globally is a key point of difference that is providing benefits to our customers along with the transparency and visibility from being on the same operating platform.

Our business in New Zealand continues to build profile and market share across the 15 branches throughout the country. Our regional branches have been the standout, reinforcing the importance of getting closer to the customer and building strong local relationships with our customers and the community. Our main centres have delivered improved results in larger markets that have huge scope and opportunities for more growth. Our Airfreight and Ocean-freight products have continued to develop across key tradelanes globally and are "feeding" our global network. The momentum is encouraging and has set a solid

foundation for the remainder of the year.

The growth provides confidence for investment back into the business with infrastructure and team to manage growth and maintain service levels. Increased chiller and freezer capabilities in our Auckland Airfreight branch and expansion of the Dry Airfreight freight store will assist with the growth now and into the future. Our Auckland Ocean freight office has undergone office renovations to ensure we have room for expansion of team and to transform our working space in the office.

Our regional teams in Napier, New Plymouth, Nelson, Dunedin, Hamilton, and Tauranga have expanded team numbers to gear the business for more growth, and our additional investment in team development is key to ensure we have the "best" team to provide the "best" customer experience.

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

Nicole Henton,
MFAO Christchurch Seafreight
Anupreet Malhotra,
CaroTrans Auckland
Olivia Clark, MFAO Hamilton

Sam Bennetts, MFAO Christchurch
Airfreight
Joshua Abel, MFAO Wellington
Jacqueline Hennelly,
CaroTrans Auckland

Zoe Fowler,
MFAO Christchurch Seafreight
Nerida Whatmough,
MFAO Auckland Seafreight
Nadene Moore,
MFAO Dunedin

Branch of the Month

This initiative has introduced a competitive spirit as our 15 branches are benchmarked against each other. The monthly competition has ensured a focus on key performance metrics to drive quality, customer experience and growth. Along with the prestige, a Branch of the Month winning team celebrates with a morning tea and the trophy for the month. Monthly winners so far have been:

April	Tauranga
May	Napier
June	Hamilton
July	Hamilton
August	Wellington
September	Seafreight Auckland



Trevor Rice sits back and enjoys his pizza as Mainfreight Air & Ocean Wellington enjoys their morning tea shout for winning branch of the month in August

Our key focus must now be to build on this momentum and all be committed to being the “best” people delivering the “best” customer experience. Please ensure you play your part in our key deliverables – we still have a lot to do!

Customer Excellence

- Professional communication (phone/email etiquette, knowledge on the customer)
- Proactive communication – Own the customer!
- Customer “FIRST” approach, be Easy to Deal With as a business
- Customer on-boarding check list for all customers as they start with our service
- Structured account management plans, with multi-level relationships with customers
- Increased global communication and alignment with our global teams

Building and Developing Team

- Identify a mentor in the business to align with
- Ongoing skill alignment/training
- Training register for every team member
- Recruitment/succession plans - only the best
- Challenge yourself every day!

Maintaining Momentum

- Brand growth – more cross-selling and knowledge sharing across our teams globally
- Sales growth – increased activity levels
- Everyone in the business is a salesperson
- Air & Ocean brand – market awareness
- Have FUN – enjoy the journey we are on

I would like to take this opportunity to thank you all for your commitment and dedication you have contributed as a team every day over the past year – it is greatly appreciated. To your families, thank you for the support and understanding you have provided. The efforts and energy that you and your families and partners provide to our business is very much appreciated and is part of what sets us apart from the others! Have a safe and happy holiday!

“WOW My Town” Roadshow – Air & Ocean Wellington

World of Wearable Art (WOW) recently celebrated its 30th anniversary show and toured their first-ever “WOW My Town” roadshow across New Zealand. On tour were three award-winning garments created by designers from Australia, United Kingdom and New Zealand.

Mainfreight has been involved with WOW since the very early days, when the show was still held in Nelson, at the top of the South Island. Realising that many artists and designers lacked a large income and were finding it difficult to transport their works to Nelson for the competition, WOW organisers asked Mainfreight for their support to minimise the freight costs of their works.

We put containers in the main centres and invited the designers to bring their garments to them, or to send from their local branches. This lowered the freight cost considerably and we were able to pack and transport containers to WOW that were full of garments.

Mainfreight has now transported thousands of garments over the show’s 30-year history, usually in May, as the garments are sent to Nelson for judging. Mainfreight offers free freighting to and from Auckland, Wellington, Christchurch, and Dunedin, and a 20% discount off the cost of



sending it to one of the 28 collection depots nationwide.

As the competition grew, the company started to help designers from abroad. Now Mainfreight helps designers all through Europe, Asia, and America to get their work to the judges.



Our Wellington team were lucky enough to receive a visit from the Roadshow and have morning tea provided.

Drivers Appreciation Week – Air & Ocean Auckland Seafreight

The Air & Ocean Auckland Sales Team had the great privilege to show our appreciation to our Owner Drivers in the region – across our brands: Mainfreight, Daily Freight, Chemcouriers, Port Ops, Metro and Owens Brands.

Each of us spent a half day with an owner driver, which gave us a much better understanding of not only what happens to our cargo at the beginning or end of its journey but to the preparation that goes into making the truck run, the owner drivers juggling

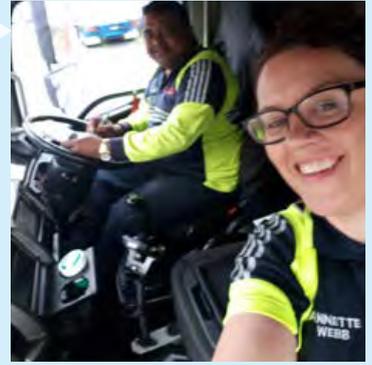
family commitments and holidays with the reality of long days, traffic woes, increased fuel prices, difficult customers, H&S concerns to mention a few.

Highlights from the Team:

Dan Plested – “Lil Mo” (OD) telling me that whilst driving in the central city one day, he was just about to do an illegal U-turn ... but decided to continue straight ahead after seeing Bruce Plested walking down the street. Dan’s reply – Bruce would have loved it.



Annette Webb – Nick Kumar (OD) saying, “you just warmed my heart by personally seeing the delivery difficulties I face with this customer several times a week”.



David Zhao – When Alvin Kumar and I delivered freight to Auckland Hospital I felt like we delivered ‘more’ than freight.



Elle Stewart – New appreciation for special awareness required in terms of reversing and turning in tight spaces.

Mark Belfiore – Thames ain’t no place for a New Yorker like me to wear a suit. So glad I wore my ‘Blues’!

Westney Road Refurb – Auckland Seafreight

Over the last couple of months the Westney Road seafreight office has undergone the biggest changes since it was first built in 2000. It took a mammoth effort from the team to keep the operations going amidst the disruption as the room was cleared ready for a 48-hour transformation.

Friday 29 June and the team are sharing close quarters down one end of the office with Joel Pereira and the accounts team. Where possible team members are working off-site from other offices.

Monday 2 July and the team is greeted with a new layout and working environment! The change has provided more desks whilst appearing more spacious and modern. A small wall now separates reception which means it is less intimidating for customers entering the building than being fronted by a sea of faces.

A big thank you to Edward Creedy for the Project Management, input in design and hard work, and also the team for their patience during the project.



“We’re Just Not Cool Enough Yet” Airfreight Extension – Auckland Airfreight

To keep up with our growing customer base and ever-expanding volumes handled by our team, we have made some big changes to our Westney Road operation.

The existing dry store has been converted into new chiller space for our booming perishables service. The new perishables store opened for operation mid-September with capacity doubled from 3 chillers and a freezer, to 7 chillers and a freezer.

The Dry Store has moved into what was the old Metro building and has also doubled in size.



Brave the Shave

It all started off as an idea for 3 young men, enjoying yet another finely crafted Mainfreight lunch out at Westney Road, to help raise awareness for the New Zealand Cancer Society. That idea slowly fermented into a plan to 'Brave the Shave' for a cause that unfortunately touches many New Zealand families, and was quickly boosted into action with the creation of a 'Mainfreight Air & Ocean - Brave the Shave' donation page.

Seth 'Brock Lesnar' Freeman, James 'Jason Statham' Gatley and Jeremy 'Hayden Triggs' Davis set the date for August 18th to swap out the millennial fringe for a fresh Kina, with an aim to raise \$3,000 for New Zealand Cancer Society. It worked out that each team member was from a different brand of Mainfreight, so along with support from fellow team members, friends, and family, each member set out to smash through



Jeremy Davis



L-R: Jeremy Davis, Seth Freeman, James Gatley

their target.

By the time that August 18th hit, \$3,590.65 had been raised, however not all was over as the boys were selling real estate on their heads for team members to shave off. Luckily enough, in this case, selling real estate in Auckland comes with a hefty price

tag and the boys finished up with a mammoth \$4,233 overall.

We would like to thank everyone who donated to the cause, and helped raise awareness, all those involved are extremely proud of the efforts and the funds that were raised.

Project Work

August was a busy month for our teams with two major artists visiting New Zealand as part of their world tours. A huge amount of effort goes into these projects with extremely tight schedules. Well done to everyone involved!

Katie Perry's Witness World Tour - Auckland Airfreight

The Auckland airfreight team was involved in ground handling operations for the New Zealand leg of Katy Perry's Witness world tour.

The bulk of the production equipment/ band gear arrived in Auckland the afternoon of 18th August from Sydney. Three freighter aircraft (a Qantas 767 + 2x Singapore Airline 747's) carrying in excess of 100 airline units were picked up from the AKL international airport tarmac.

Between the hours of 5.00 pm to 6.00 am, dedicated Mainfreight trucks shuttled between the airport terminal and our Westney Road store to uplift all these units. Once in store, all units were cross loaded onto flat deck trucks and made their way to Spark Arena for breakdown.

Mainfreight's project co-ordinators were Kura Kiria and Iki Vaka and they oversaw operations throughout the night to ensure all went to plan both

at Westney and Spark Arena. Meticulous planning by our airfreight team was critical in accepting such large volumes both onto our Westney Road site and on the ground at the concert venue over a 12-hour period. On the day, everything went remarkably smoothly and the band crew was delighted with Mainfreight's services for this operation.



P!NK's Beautiful Trauma Tour of New Zealand – Christchurch & Auckland Airfreight

30 August 2018 Mainfreight Air & Ocean Christchurch helped *Get the Party Started* for P!NK's *Beautiful Trauma* tour of NZ. *Just Like a Pill*, we swallowed the mammoth task before us and *Who Knew* what awesome magic the Mainfreight team was about to unleash in the next 16hrs (thankfully with no *Revenge*)! 212,000kgs, 1,000m³, 1x767 Freighter and 2x767 Freighters arrived into Christchurch with the first flight landing at 6.30pm and the last at 5.30am the following morning.

Mainfreight Metro assisted the *Funhouse* that was 40 Ron Guthrey Road and supplied 6 truck and trailer units to shuttle the 99 airline units off the aircraft and back to our facility. All the action happened under the cover of darkness which helped keep our *Secrets* from other prying forwarders eyes. *Try* as they might, no one could *Just Give Me a Reason* why this was not going to be a massive success. After all *I'm Not Dead Yet* so *Just Like Fire* we ripped into the task at hand.

The 99 airline units were unloaded as quick as the P!NK crew could direct the freight for reloading into 40' seafreight containers for transport to Dunedin (then on to Auckland). Safe to say no one was asking "*What About Us*" as everyone had their place and job pre-planned. There was absolutely every item you could imagine, from bikes to washing machines to more lights than Vegas! *For Now* there were no *Barbies* found but a massive Chandelier was certainly the highlight and single largest piece loaded on its own 20' airline unit. Turns out this Chandelier was a great way for P!NK to announce *I Am Here* on concert night.

Roll on after performing a record 6 NZ shows, the *TimeBomb* was then passed for the Auckland Airfreight team to load out these 99 units of band gear including the massive Chandelier for airfreight back to Australia. This wasn't planned however a due to a bout of illness in Australia the P!NK crew decided to head back to Australia to finish off ... it was up to Mainfreight once again to get the *Glitter In The Air*.

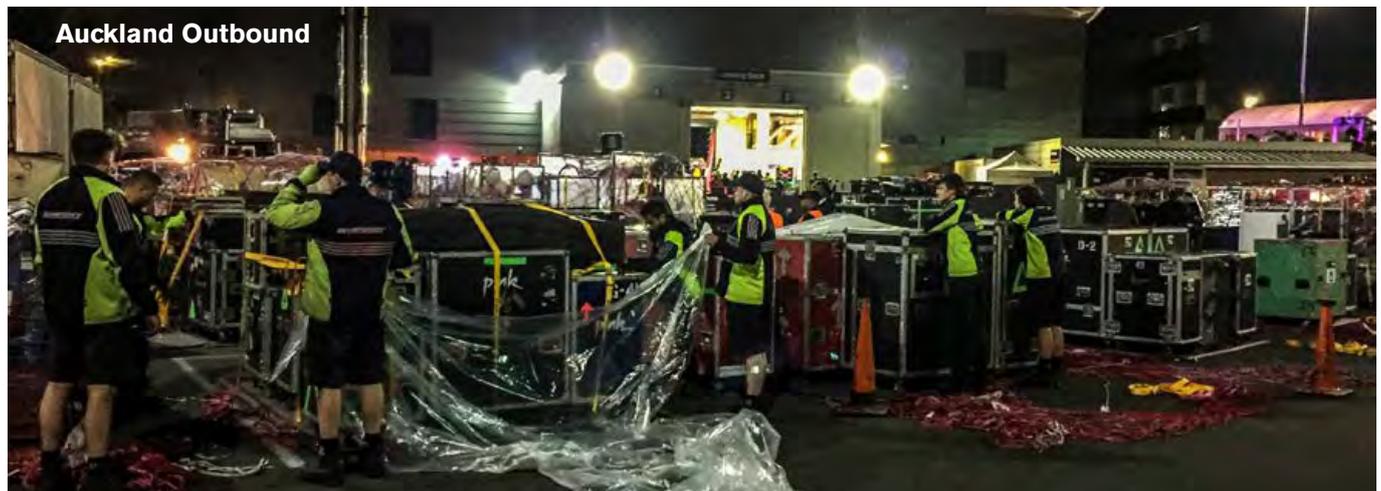
In order to meet the re-export deadlines, airline unit loading needed to take place at the concert venue immediately following the last show. This effort took place across 8 long hours in the dead of the night at Spark Arena in Auckland and the effort of the Mainfreight team once again impressed,



not putting *One Foot Wrong*, getting the job done just as the sun rose in the morning. Special thanks to the Christchurch & Wellington Airfreight team members who flew to Auckland to help *The Great Escape*!

About now I am really struggling to fit the rest of P!NK's song list into this article ... so thanks to assistance from Paul, Darren, Erle, Wayne and everyone else involved. *Raise Your Glass* but please don't *Blow Me One Last Kiss*. *So What* if this article isn't 100% perfect but I can say the P!NK project was – so it's time to *Beam Me Up* and we'll look forward to the next project!

Seriously – a great team effort showcasing our Auckland & Christchurch Airfreight teams and facilities to the concert promoters and standing us in good stead for future airfreight projects. To everyone who took part, be proud of what you achieved and thank you for your commitment and determination to get the job done. Well done!





Mainfreight Asia – Cary Chung

In the last six months, our Asian operations have seen steady growth bringing us slightly ahead of the previous year. It's been a good start to the year with a lot of positive changes, not only for revenues and profits, but also for our team and network within Asia.

On October 15th, 2018 we celebrated the birth of our Malaysian branch. This means we now have 21 branches across 7 countries in Asia, and we will continue to open up additional countries being Japan within this year, and additional branches in China, Thailand, Malaysia and Japan as we accelerate into our future!

In most of the Asian countries / cities, the potential that lies behind these inland / remote areas is enormous and by having more branches / sales offices across Asia, it will allow us to capture more business opportunities and market shares.

Growth

There is still a lot of work to be done to take our business to the next level! No matter what position you're in, you're part of our commercial development. By saying that, we need to provide more training for our team on "Sales Pitch", better management of sales opportunities, setting higher targets and holding our team accountable to sales KPIs. We also need all our team to be Cross-Selling. We encourage our team to participate on joint visits within Asia or overseas in order to have the Push / Pull effect.

Team, Product & Trade Developments

We are in a very competitive market and to make a difference, our team must lead from the front. So, we must continue to provide in-house training or seek external personal development as we are in a continent with over 20+ languages. Passing on the knowledge to all our team across divisions is our key to success. So when an opportunity arises, anyone can provide the skillsets or solutions required to give our customers a Mainfreight experience.

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

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

Business Events – Transport Logistics China (TLC), Shanghai

In May 2018, we exhibited at Transport Logistics China (TLC), which is a big logistics expo in China and takes place twice a year in Shanghai. This is our first time taking part in this logistics exhibition in China.

It was a good experience for our team. We met different potential customers during the exhibition to look for the opportunities and sales leads. We can also introduce Mainfreight Asia's service, capacity and network to customers for enhancing Mainfreight's reputation in market.



Back L-R: Tim Gong, Jacky Lam, Cary Chung, Billy Zhang, Cherry Wang, Raymond Lo
Front L-R: Michelle Yip, Cici Wang, Nichi Zhui, Vicky Zhao, Joan Ji, Vincent Lee

Wine Imports: a Team Effort – contributed by Qingdao team

Qingdao office (TAO) and Adelaide office (ADL) are buddy branches. The main reason for these 2 branches to “buddy” is the Australian wine business. Our Qingdao office has been focusing on the wine import business for some time, and Australian wine imports is one of the major wine areas they are handling now.

In early 2016, Qingdao sales team set up targets to increase our import business. We approached import customers and handled a great deal of ecommerce air import business from FRA, we built the import team and

have more and more knowledge about import business. By the end of 2016, Tiger Li had developed some strong relationships with red wine import customers and became familiar with the products and the marketing, gained more knowledge from CNEE, and set up procedure and price with overseas branches.

In 2017, we handled more than 80TEU of red wine imports from ADL. ADL and TAO became buddy branch to develop red wine export/import business together. Our sales team and CSV team kept close communications

and provided the best service to our customers.

In 2018, our procurement team helped us to get better shipping rates. Our overseas office also invested more because the volume kept on increasing. It is a good example of teamwork. Customers began to have warehouse and VAS service requirements and we were there to meet their needs. They import containers to various ports including Qingdao, Shanghai, Guangzhou, Weihai, etc.



Tiger Li with our customer



Marketing Focus: France

France is one of Europe's largest countries. It is bordered by six countries: Germany, Belgium and Luxembourg to the northeast, Switzerland and Italy to the southeast and Spain to the southwest. The United Kingdom borders France via the English Channel. The country is considered to be the gateway to Europe as there are several large international airports (two of these in Paris), ferry terminals and the French rail service.

We started our first international marketing “fire drill” of 2018, The French Fire Drill, from 4th to 15th June. During this period of time, teams from across the Mainfreight Group promoted our products for France globally – including the Asia team. China, Japan and Singapore are ranked amongst the top 15 commercial partners for France. During the two weeks, our Asia sales team generated total:

- 55 sales calls
- 96 sales leads
- Around USD\$3 million of revenue of potential business



Shenzhen Team



Tianjin team



Guangzhou team



Shanghai team

- Big portion of contribution is from Shanghai sales team who generated 40 sales leads with total over USD\$1.3 million potential business and Guangzhou sales team has 19 sales calls (well done, team)
- We already received four confirmed gains from Lek (Thailand team), Michael (Shanghai team), Tiger (Qingdao team), and Aaron (Tianjin team)!

This is definitely a great effort from the Asia team. Above are some interesting photos taken during our promotion activities:

Special People, Special Company – Wind Zhu

Shanghai team got an inquiry from Auckland team member, Daniel Plested, one Saturday morning in June when we were at our branch outing notifying us that there is an urgent cargo that needs to be received in Auckland by Tuesday morning.

After checking with the shipper, the only service that is able to meet the requirements was hand-carry service. We quoted the service and got confirmation from consignee to book the Monday flight to Auckland!

Big thanks to Wind Zhu, Shanghai Customer service and operation team

member. He was in Hong Kong with his family but sacrificed his holiday and went to pick up cargo at 9am at Xujiahui, jumped on the airplane Monday at noon and arrived Auckland at 5am the next morning.

The customer was very happy to receive their cargo! Wind then flew back the next day to attend a sales call in Hangzhou that week! Thanks a lot, Wind!

Big thanks Frank Fei, Shanghai Airfreight team who worked hard to ensure this project ran smoothly! Well done, hand carry extraordinaire!



Wind Zhu with a customer

NZ Kiwi Ball in Hong Kong – contributed by Gary Lau

We recently participated and sponsored the annual New Zealand Kiwi Ball held in Hong Kong, now in its 7th year. With special Kiwi performances, food, drink and music, we all celebrated everything awesome about New Zealand. This year, the theme was Southern Lights which highlighted the beauty of the New Zealand starry night in all its glory, being a combination of Southern Stars and the Aurora Australis.

The event was full of joy, fun and harmony. It is an annual celebration for anyone in Hong Kong with a connection to New Zealand, there were over 300 guests, some of them



L-R: Lisa Yuen, Cecilia Cheung, Christy AuYeung, Noel Kong, Michelle Wong, Gary Lau, Kris Yu, Jacky Lam, Sherman Yuen, Duncan Tang

are our New Zealand customers, and some of them are from different business entities in Hong Kong. The

event allowed us to meet many companies with a New Zealand focus, further expanding our network.

New Malaysia Branch – contributed by Jin Ang

Growth in the Asia Pacific region is promising and with the dramatic expansion in the trade of Southeast Asia, Mainfreight has extended its footprint, opening its first Malaysian branch at Port Klang on October 2018, which is the 21st branch in Asia. Malaysia is strategically located in the heart of Southeast Asia, bordering Thailand, Singapore and the South China Sea to Brunei and Indonesia.

The team is delighted to be underway at their new office which is a short drive of 20 minutes from Port Klang Seaport and 40 minutes from Kuala Lumpur International Airport. Supported by a group of experienced and passionate team members, we will offer high levels of customer service and quality, and work to expand our network in Malaysia.



L- R: Penny Lim , Vanessa Ng, Thomson Teoh, Jin Ang, Ian Liang, Grace Chew, Jacelyn Lee

Mainline Singapore – contributed by Dominic Yeung

LCL Groupage was successfully launched in Singapore in August 2018, having been a goal for two years. Knocking down the past obstacles, the first shipment from Melbourne was a great success from the team by consolidating 85 CBMs with a 40' plus a 20' container. Although there was a short delay in the arrival of the vessel, all issues were resolved with great effort by Shawn Lim (Singapore Operation Supervisor) and Julia McMillan (Export Seafreight Operations - Melbourne). Since then, we have handled a total of 31 TEUs by the end of October and managed to have some gains.

Elton Poon (HK) and Dave Coughlin (Melbourne) were on hand prior to the arrival of the first shipment, and provided their past experience,



L-R: Shawn Lim, Jin Ang, Dave Coughlin, Cary Chung, Dominic Yeung

knowledge and possible problems in handling these shipment. They certainly educated good stuff to us! Others from around the Mainfreight group including Tony Naumoff (Sydney), Steve Hendry (Auckland), Debra Carr (Sydney), Nic Kay (NZ) and Paul Riethmaier (Auckland) have also visited, ensuring everything goes smoothly as well as get more

understanding of it.

In addition, special thanks to Cary Chung for making several trips to Singapore and providing great support throughout the setup and made it happen. Our team here is still excited and happy to see those boxes coming in. We are looking forward to the first USA box next!

Drill Rigs Project 2 in Thailand – contributed by Withanya “Mo” Ceetantivech

In repeat business, Mainfreight Thailand recently undertook a project for a global customer, for shipping of an oversized cargo 4 units of Drilling equipment with total G.W 42 tons from Laos to Canada in early September 2018.

Scope of work is door-to-door service. We provided multi-transportation Cross Bordered Trucks to Laem Chabang port under RORO vessel and also Customs clearance for In-transit shipment. At port, we had packing and cargo lashing on MAFI (low bed trailer) in proper manner for transportation.

Even though it was the 2nd shipment, we faced challenges by the flood crisis at Laos side at that time. We had to review our plan and readjust all processes to move the shipment out before the road was blocked by the flood. With full cooperation from shipper in Laos, our Mainfreight team in Thailand, Canada and USA, we could move the shipment for loading at Laem Chabang port as per plan. At the end we overcome all challenges and deliver the cargo as our commitment!!!



Nawarat Chalitanakul (Mainfreight Thailand) on left





Shanghai: Outstanding Customs Declaration Enterprise Honorary Medals

Special People Special Company! Our Customs Clearance team in Shanghai got the trusted companies certified by the SCBA (Shanghai Customs Brokers Association) that credits businesses of exceptional integrity with quicker clearance times and more efficient clearance processes.

To achieve accreditation, the following criteria must be met:



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

- Integrity and law-abiding enterprise, no violation of discipline, infringement record
- In the customs amendment cases of misreported, the false negative rate is less than 1/3 of the average
- Because of integrity, all have a low inspection rate (1-1.5%)
- The exit document clearance speed is 5 minutes at the fastest, and the import is 30 minutes (exit tax time)

Sales Managers Meeting in Shanghai – contributed by Billy Zhang

The Asia Regional Sales Managers Meeting was successfully held in Shanghai on 21st & 22nd of August, 2018 with our Asia Tradelane Managers and Product Managers (Airfreight, Seafreight, and Supply Chain) involved. We were very happy to have Dave Scott, Group Sales Manager in Australia, to join us in those two days to share the precious experiences in Australia for recruiting and inducting new sales team

members, improving individual sales executive performance, account management, and managing sales motivation and productivity.

Meanwhile, the team presentations and workshops in the meeting were all around who Mainfreight's Ideal Customers are and how to bring them on board. It's very good to see our team in Asia having common understanding of the directions and

vertical focuses to ensure the sustainable growth is delivered, and focusing on Asia controlled free hand business, high value freight with airfreight, LCL, and Import freight are definitely our priorities. The rule of 78 and sales 20 miles march are the ways for Asia sales team to keep in mind and follow during the daily work to achieve higher performance.



Back L-R: Richard Nguyen, Raymond Lo, Tracy Xu, Grace Mu, Sommai Trakarnrung Lek, Billy Zhang, Dave Scott, Joan Ji, Stanley Su, Vicky Zhao, Peter Koo, Vincent Lee

Front L-R: Dominic Yeung, Rain Shan, Anita Su, Jenny Zhong, Jin Ang, Steven Huynh, Michelle Yip, Nina Huang, Cici Wang, Will Li, Jacky Lam

Future Leadership Program

This year we selected our two biggest Branches (Hong Kong and Shanghai) to launch our future leadership program. Two key events were setting up a recruitment booth in Shanghai university, and a career talk at Hong Kong Lingnan University – both were very well received.



L-R: team member in HK Lingnan University, Gary Lau, Wendy Niu, Cherry Wang, Billy Zhang, Cary Chung, Nichi Zhui, Michelle Wong



Team Building

Thailand – Withanya “Mo” Ceetantivech

This year, Michelle Yip, Asia Supply Chain Solutions Manager and Cary Chung, Asia General Manager joined our Thailand team in our annual Team Outing in Rayong Province during Jul

14-15th. We had the branch result presentation, games and activities for team and a group dinner. This moment helps to strengthen our relationship and is a chance for our

team to know each other more in a relaxed moment where everyone enjoy and build rapport among each other.



Back L-R: Sommai Trakarnrung (Lek), Withanya Ceetantivech (Mo), Cary Chung, Kittipas, Wuttichai Intarasil (Wut), Kasidit Sarapanwong (Bus)
 3rd: Chatchawan Channim (Deaw), Suttapa Rojanaporn (Ploy), Krissana Sangpao (Mew), Jarupa Pengjam (Pa), Michelle Yip, Sukanya Boonrueng (Tuk)
 2nd: Jidapa Saeyab (Ying), Virongrong Sangkaew (Pond), Tidarat, Nawarat Chalitapanukul (Aey), Saowaluk Pratanukom (Ann), Supang Somboonkusolsil (Pang), Preeyaporn
 Front: Patcharin Jakarathorn (Spice), Pattamanun Anuchitnanon (Joy), Jinjuta Woranit (Hong), Napassorn Mamaethong (Jazz), Narirat Koksanthia (Toey), Saowanee Chaiparinya, (Boonk)

Qingdao – Vicky Zhao

Sept 2018: Qingdao team went to beautiful seashore city Rizhao to celebrate our 7 years anniversary. In the afternoon, we did some outdoor training. By the training, we found out how to build a stronger team, how to communicate with each other, how to complete a task with teamwork more effective, and what we can do to improve in future to build a closer team. Such as be punctual, listen to each other, make things simple, etc.

At night, the whole team enjoyed dinner together. We also reviewed the performance in these 7 years and set our new target in the next 5 years. We feel the energies and enthusiasms in Qingdao team. Our blue blood flowing in our body. We are looking forward to our further contribution to Mainfreight big family.



Front L-R : Suki Han(L3), Miki Yuan(L4), Vicky Zhao(L5), Helena Li(L6), Never Xu(L7), Eva Jiang(L9), Rex Gao(L10), Steven Sun(L11), Tiger Li(L13)
Back L-R: Michael Li (L2), Gary Hu(L5), Neil Li(L7) *With family member

Ningbo Team by Sunny Sun

Ready, Fire, Aim. We always prepare and try our very best to accomplish every mission, and that's the atmosphere that emerges from our Ningbo office constantly. We keep developing to create more glorious future.

In our spare time, we have organized a team building with all of Ningbo team members at the end of October. On that day with a warm sunshine, we did some activities such as fishing, rock climbing...etc.

We had a big feast, which provided a wonderful opportunity to experience cooperation, teamwork and democracy. As the Mainfreight's spirit shows that we are a team and we should unite together all the time. As it turned out, it was definitely a splendid weekend, through which we are better prepared for the challenge of the coming peak season over Christmas and Chinese New Year.



Back L-R: Joice Xu, Rain Shan, Wesker Wang, Frank Li, Michelle Wu, Carl Xu, Andy Sun
2nd Row L-R: Vivi Chen, Lisa Li, Cindy Yang, Emily Wu, Linda Yang, Jane Ke
Front L-R: Vicky Chen; Sunny Sun



Mainfreight Americas – John Hepworth

We are excited to see things falling into place in our American business. It has taken us a while to get the platform set as we needed it to be strong and stable. We have this now and the result should be good growth for the remainder of this year and beyond. Our sales pipeline is full of opportunities and the customers have large potential. It is an exciting time to be part of our American business.

- We must remember to focus on the basics that have serviced us so well;
- Strong sales in all branches; being sales driven is the only way to success
- Quality – ensure we keep to our standards and keep lifting the bar
- Build a strong base of future leaders so we only need to employ from within

- Be brave (as Bruce Plested states) and make decisions that will be good for our 100year vision.
- Build our culture with belief in our pillars – they have stood the test of time and are our strength
- Finally have passion for our team and your branch – it is our people that will always make the difference. Have FUN.

We have created the basis of our business plan for the next 5 years and it is built around the following imperatives;

External Imperatives

- We are easy to do business with
- Our Brand is recognized as a quality and innovative global supply chain provider
- We are seen as a positive influence on the stock price of Mainfreight through our growth

- Mainfreight USA is an employer of choice

Internal Imperatives

- The Three Pillars have been adopted into the Mainfreight culture across the Americas.
- Continued investment in the recruitment, retention and development of our future leaders
- Quality drives our business
- Our sales force are highly motivated and linked to our organizational goals
- Linkage of the three business units is achieved through better processes, systems and team development
- Ensure we have an effective strategic planning process.

We can be very proud of our achievements this year but we must not rest on our laurels. We must continue our strong sales drive and create passion in our business for selling every day. Pick up the phone knowing we have a customer we can impress on the line and continue to show that Mainfreight is their best option.

To the Mainfreight world have a great Merry Xmas and New Year from everyone at Mainfreight & CaroTrans USA.

North America Air & Ocean – Nathan Thomas

I write this while travelling to the official opening of our new our Logistics facility in Bollingbrook, Illinois, which is yet another brand-new, shiny building we are proud to show off to our customers and have our teams working in. It is one of several shiny new environments, as we have refitted or relocated a few operations during the last year.

Plus we have opened an Air & Ocean office in Salt Lake City, first of many regional expansions on our horizon.

We are in the middle of an exciting growth period, and with growth comes challenges as we continue to build our team with future leaders, and invest in them as we do our best to provide them the tools to succeed. We are seeing the team take on new

opportunities and responsibilities; it really is great to see the team develop as our business grows. Very rewarding!

This period running into Christmas is exactly that, running. It flies by and provides a fun time with the many holiday celebrations Halloween, Thanksgiving and of course football – Go Bears!

With Thanksgiving just around the corner, it is timely to give thanks to our Team and their Families. The support from home for all our team members is very much appreciated. Please make sure we all relax with the family and give them thanks; as their support is a big part of our success at Mainfreight.

Enjoy the festive season, be safe and happy!

New Branch Manager Spotlight – Amy Walker, Charlotte Air & Ocean

I have been the International Operations Manager with Mainfreight Charlotte for a little over 5 years, but have been in the industry for much longer (the exact number will remain a mystery to you). My career has taken me through the many facets of international shipping; from entry writing to sales, from ocean exports to air imports and everything in between. Applying for a branch manager role seemed like the natural progression to my career and I am so glad I did!

Our A&O team is small but mighty. Each team member impresses me every day with their willingness to learn and grow, and each and every day they come to work willing to do what it takes to make and keep our customers happy. They make my job easy and as a new BM, I am certainly lucky to have them by my side. It is not only an honor to lead this branch, but to represent Mainfreight as a whole. As with anything, there is a learning curve, but I accept the

challenge and am looking forward to growing our branch with this fantastic team.

I have had the pleasure of working with Adam Renner for the last four years while he led our team, and he has been (and continues to be) a wonderful mentor. A hearty and well deserved congratulations to Adam for his new position in Dallas! You will forever have a home at Mainfreight Charlotte.

New Branch Manager Spotlight – Paul Ody, Toronto Air and Ocean

When I applied to join Mainfreight in January 2014, it was one of three Global Supply Chain Logistics companies that I believed I wanted to work with based on my research. After my interview with Andrew Hall, Mainfreight became my first choice. Not only did I feel like my personal values were well aligned with Mainfreight's Pillars but I could sense Andrew's passion for the company and knew that I could be a valuable team member and enjoy coming to work every day.

Fast forward, nearly 5 years, and the Toronto office has gone from three of us to a team of 11. In those 5 years, we grew and won clients. To keep up we hired a number of new team members, some of whom stayed and some of whom left. Those who stayed have made our group stronger and those who left are positively considered 'alumni' who will one day come full circle and invite us into their new 'house' and trust us to move their products based on their experience with us.



New Branch Managers Amy Walker & Paul Ody being welcomed during a luncheon at our mid-year BM Meeting
 Back row L-R: Terrence Wakefield (Houston A&O), Paul Ody (Toronto A&O), Riley Tryhorn (Chicago Logistics), Weston Martin (Portland A&O), Dries Pinoy (Newark Logistics), Adam Renner (Dallas A&O)
 Front row L-R: Bryce Hicks (Albany A&O), Amy Walker (Charlotte A&O), Matt Gustafson (Chicago A&O), Andrew Coulton (Dallas Logistics), Melissa Bowder (Chicago Transport)

Now, as Andrew moves onto his new role as Branch Manager of Los Angeles Air & Ocean I would like to say two things. One, thank you for everything. That includes hiring me, being a positive force of change, trying new initiatives even when they could fail, and most importantly for coaching all of us. I mean it, thank you! And two, your new place in California better have a sizable guest room that can fit my entire family so we can escape the winter on occasion.

Finally, as I move into my new role as Toronto's Branch Manager I look forward to inspiring the next Toronto Mainfreight generation. I have come to appreciate that my instincts 5 years ago were right, and that 'Special People, Special Company' is not an empty tag line, it is a true description of the Mainfreight culture. One I am proud to be a part of.

Air & Ocean Branch in Salt Lake City

It is official! We now have an office in Salt Lake City, Utah, making this branch the first Mainfreight location in the Intermountain Region!

International trade contributes billions of dollars to Utah's economy as businesses continue to become more globally focused. With Utah now being the fourth fastest growing export state in the United States, we are very proud to announce the opening of the first Mainfreight location in the Intermountain Region. Located in Salt Lake City, UT, our site is a key access point along the Rocky Mountains. We have strategic partners selected to support our Air & Ocean activities making us ready to take on anything that comes our way!



Team SLC – Vinnie Marciano and Robert Comfort

North America Transport – Shawn Roach

The first half of the year has been exciting for Transport. With a keen sense of pride, our branches have challenged each other to perform at their best. Our team continues to strengthen, as does our experience and ability to execute the basics of our business. This is evident, as we have witnessed significant turnarounds in McAllen, Chicago, Dallas, Houston, Miami, and San Diego.

Through September, the business has seen many achievements; growth in revenue, growth in EBITDA, and a record profit for the half year. Along with this performance, we are happy to see that October is on track to exceed September's profit levels. And

lastly, we are very excited to see that all but one branch will be in profit by the end of November. This has been accomplished through our team members' hard work, relentless determination, and commitment to quality service.

This is still just the beginning of our journey. Our percentage of the North American market is critical, and we are simply not big enough (yet). This is apparent in our 4.8% ROR through September. With a minimum target of 10 to 12%, this is where our opportunity lies and we as a team have embraced this as our critical point of measure.

A major initiative to continue driving quality, margin, and net profit, is our

commitment to launch 24 new line-hauls this year. These line-hauls will be best positioned to support our major markets, and capitalize on available freight volumes region to region. Owner Drivers have been signed on for both the Los Angeles-Dallas-Newark return, and a Chicago to Newark return. This is the perfect time to translate our new freight volumes into Mainfreight trucks, and retract business from carriers that do not care about our customers' freight as much as our Mainfreight team does.

We are looking forward to finishing strongly for the second half of the year and exceeding our profit pledge.

And finally, thank you to our team for a great year and a Happy Holidays to everyone and their families.

Mainfreight Chicago – contributed by Melissa Bowder

What do you get when you put passionate, enthusiastic people on the Mainfreight bus, re-visit what Mainfreight Culture is all about, and re-focus your sales strategy? You get 10 people excitedly cheering about new customer Wins and laughing about Wedgies ...

The team has been working as a well-oiled-machine these last 6 months focused on making the branch look and feel as a Mainfreight branch should, working together to focus on quality and process improvements, learning to understand the details of our P&L, refining the importance of selling into our network, working to onboard our customers properly, and most importantly to celebrate our successes!

Daily successes (Wins) happen when we post a job of substantial margin – and believe me, everyone knows when this happens. Wedgies unfortunately occur as well, but we learn from these when we take a set-back. Everyone in this branch contributes to our success and because of this we are now celebrating hitting consistent profits and heading towards our target! - Way to go Chi-Town!



Erik Weidner



We were able to take time out and celebrate our drivers during Driver's Appreciation Week Sept 9-15!

Jenny Valle (MF Chicago A&O), Paul Romanowski (Chicago Driver), Magdalena Romanowski (Guest), Lori Hageline (Chicago Transport), Erik Weidner (Chicago Transport), Sam Kersten (Guest), Barry McLemore (National), Melissa Bowder (Chicago Transport), Adrian Gallardo (Chicago Transport), Kevin Bustamante (Chicago Driver), Sincerity Nomahegan (Albany A&O), Joao Bustamante (Chicago Driver), Matt Gustafson (Chicago A&O)

Los Angeles (LAX) Fleet – Shane Michalick

As the end of 2018 draws close, we are rapidly approaching the deadline we set to refurbish or replace all the road units operating out of the LAX Transport branch. Our owner drivers have invested some big money in new equipment along with new paint, and the fleet is starting to look fantastic, a far cry from where we were a couple of years ago.

By the time this message hits the press we should have an additional eight local trucks on board all painted up representing the “Blue Machine” here in Southern California. Our latest line-haul unit to hit the road is this great looking Peterbuilt that runs the Los Angeles-Chicago-Los Angeles route on a weekly basis. Its sister truck that runs in the opposite direction is also due into the paint shop over the next few weeks so will be a great looking sight as we get more blue and white on the roads of the US and Canada.



We are also excited to announce our newest midweek run between Los Angeles-Dallas- Newark-Los Angeles now on the road. A team run that will be clocking up a monster 5,796 miles per week (9,327 km).

A huge thank you to our drivers in Los Angeles for your investment and commitment, between us all I have no doubt we can make this a successful partnership.

Just Moved! Newark Transport Branch – contributed by Tony Mazza

We are very excited to announce our move to our new 110,000 sq ft transport facility in Newark, New Jersey. This will be the first branch in America to have a full kitchen, chef, locker rooms and showers for team members and Owner Drivers!! The facility is conveniently located near NJ/NY ports and airports, bringing

opportunity to the entire Northeast USA region.

This new facility has allowed us to close a Transport account worth US\$4 million; one of our full-supply-chain clients, also utilizing our Logistics and Air & Ocean divisions.

With 30 dock doors, we have plans to paint the doors so when seen from aerial and road views, 11 of the 30 doors will spell out MAINFREIGHT.

It's been six years since I joined the Mainfreight family, shortly after accepting the challenge of leading the Newark Transport branch. With a dedicated team alongside me, we collectively took the branch from losing \$550,000 after the first year to making \$550,000 in the second year. This success allowed our branch to continue its growth and move into this shiny, brand new facility.

Some of the important factors that assisted in the overall success of the Newark branch:

- The Team - First and foremost, credit goes to the entire Mainfreight Newark family and their ability to support one another as a true team. This is what it is all about, the team... Every team member contributes to our success in each of their roles.
- Cross Training - Secondly, the benefit of cross training. My team ensured we could accomplish more with less overheads (bigger bonuses for the team too!)



Installation of new kitchen appliances coincided with Halloween so the Mainfreight Newark Smurfs were quick to check it all out!
 Front (L-R): Freddy Landaverde, Terry Lindell, Danielle Torsiello
 Second row: Rodney Harris, Chrissy Correia, Tony Mazza, Rick Smith, Debbie Rumore, Patricia Bercy
 Third Row: Lynn Bausch, Wayne Bertha, David Bubb, Max Stuebe, Aden Gelmi, Steve Plummer

- Mentors & Protégés - You should always have a protégé and a mentor. This allows us to make quick decisions and to always have the next team member ready to move up into a more senior position when another team

member is promoted into a new role.

- Key Account Managers - Lastly, as we continually aim towards exceeding customers' expectations and providing superior service, key

account managers are a crucial part in keeping the quality of service at a high level.

“Growth is never by mere chance; it is the result of forces working together.”

Toronto Transport – contributed by Dean Baran

Both Toronto teams (Transport and Air & Ocean) were very excited to move into our new depot in November 2018. Centrally located near Pearson International Airport, the new hub for Mainfreight's Canadian operations features over 48,000 sqft of cross-dock and 10,000 sqft of office that is sure to be one of the jewels of the Transport network. Adding this building to our city and linehaul trucks strengthens Toronto's place as an important freight hub for Mainfreight.

The team has been working hard on the dock while the offices are renovated. It is truly amazing the opportunities that present themselves when we can bring customers to our home and show them first-hand the meaning of Mainfreight quality. Working on the dock has allowed us



L-R: Dean Baran (Transport), Mike Thompson (Transport), Anna Pazynich (Air & Ocean), David Frisina (Air & Ocean), James McWilliam (Air & Ocean), Mehr Rajput (Air & Ocean), Sara Bennis (Transport), Thomas Prentice – Owner-Driver, Sean McGrattan (Transport), Bogi Compton (Air & Ocean), Gustavo Amorim (Air & Ocean)

to better support the Air & Ocean team and our existing key accounts. A good example is our ability to grow our relationship with an iconic Canadian clothing retailer. What started as helping them expand into the US has evolved into a container de-stuffing program that has us

sorting and palletizing more than 1800 cartons per day.

We look forward to providing Canadian hospitality to all of our visiting Mainfreight brothers and sisters in the very near future. Mainfreight Canada...get to know us!

Mainfreight Logistics North America – René van Houtum

And before we know it, the year is over... The first six months of the new financial year have been exciting and we have continued on the same note we ended last year – growing our business. With strong revenue growth for the first six months, we are filling up our new warehouses quickly. We are happy that recent growth came with an increase of the service to our customers.

It is no secret that we had been through a rough time during the first months of the calendar year when we implemented several new big customers simultaneously and had to move our Chicago operation to a new warehouse. It was a stressful time but we get the best out of ourselves when we put ourselves under pressure. With the help of stock controllers in each of the branches, we are seeing



Dallas team in new uniform – sharp!
Front row L-R: Lorena Guzman, Elsi Pacheco, Donna Ridgeway, Andrew Coulton, Karina Guzman, Kathy Campbell, Ana Calderon, Gloria Barron.
Back row R-L: Quincy Lewis, Akshay Kothari, Walter McManus, Brandon Fuller, Eduardo Marengo, Bharat Dambal, Ronny Garza, Willie Brewer, Miguel Morales.

our IRA results improving rapidly. Many thanks to the team for making a big effort every day and having such a positive impact on our business. Your efforts are highly appreciated.

One of the challenges we continue to have is the day-to-day presentation of our operations, i.e. team image, cleanliness of our warehouses, equipment, etc. Since September, we have new apparel for the team and

over the last three years, we have moved into beautiful new warehouses. We have also signed an SLA with our equipment provider; i.e. there is nothing that keeps us from immaculate presentation of our business every day of the year.

We must push ourselves to keep our warehouses clean, make an effort to put away pallets straight in the racks, clean up litter rather than walk by it, etc. It is one of the ways to distinguish ourselves from our competitors, and our customers and potential customers love it when they are visiting.

By the time you read this newsletter we are close to Christmas and I hope you are looking forward to spend time with family and friends and to

recharge the battery for the year that lies ahead of us. I am looking forward to continue to work together on a bigger, better and more mature North American Logistics division.

In order to achieve this, we have to do a couple of things better:

- Presentation! As mentioned earlier in the article, look after our assets, team, buildings, racking, equipment, etc. Every day of the year, we must show how proud we are to work for Mainfreight.
- We are one company! The teams of each division must work closely together in order to offer our customers the best services. The combined Air & Ocean, Warehousing and Transport "product" is unique in the

North American market and it makes us "easy to deal with" for our customers.

- With dedicated stock controllers in each of our warehouses, our stock integrity must and will improve. IRA percentages have improved dramatically over the last months and the teams are working to lift stock accuracy to an even higher level.
- Culture: live and breathe our culture! It is unique; team members and customers benefit from it and it makes Mainfreight a great company to work for. Do not forget that it is our unique selling point!
- Finally, look after yourself and your health; stay fit! Be active, fitness refreshes your brain and body.

Enjoy Christmas and all the best for 2019!

New Chicago Warehouse

On Thursday October 25th, we celebrated the official opening of our new Chicago warehouse. We were happy that a good mix of customers, potential customers, team members and suppliers joined in the celebration. Our partner SPS Commerce provided the visitors with an interesting presentation about future developments in the US retail supply chain and as a result, the changing needs of Logistics operations. Thanks to the Chicago team for organizing!



Besides being the newest addition to our building portfolio, the Chicago branch is also the proud owner of the biggest Mainfreight sign in North America. When the winter was over we were able to paint the building blue and when that was done, a huge 72 by 11 ft. (22 m * 3.5 m) sign went up. If you compare the size of the sign with the installer in the lift, it gives a good impression of how big the sign is. The team is challenging every branch in the USA to come up with a bigger sign!



Los Angeles

The Los Angeles team continues to grow and during the last 6 months, we have welcomed several passionate new team members, making it the biggest Mainfreight team in North America. We have spent ample time "training on the job" and with joint team effort, the service to our customers has improved dramatically.

On Sunday September 30, the Logistics team organized a fishing excursion. Team members from all branches in Los Angeles joined the trip that started 5.30am in the morning and did not end until 6.00pm. More than enough time to catch some decent fish and that certainly happened...



Matt Friedman, Regina Warden, Chris Leighton, Ryan Betts, Angus Morrissy and Mike Moval showing the catch of the day

Hood 2 Coast Relay

At the end of August, over forty Mainfreight and CaroTrans team members made their way to Portland to participate in the Hood 2 Coast Relay run. We had so many of our wanting to participate this year that we had to increase from one team last year to three teams of 12 team members each this year, plus a great support crew.

Each team ran a 199-mile relay race from Mt. Hood, Oregon to Astoria, Oregon and each team member ran three legs of 4-7 miles each with about 5-6 hours rest in between. All were sore and tired at the end of over 30 hours, but would all say that the team work they experienced to finish the race was all worth it!



The winning Mainfreight team with (L-R): Liz Moore, Shaun Upper (drivern/support), Thomas Merriman, Alexander Kosachev, Jake Moller, Jessica Hays, Erik Weidner, Kaycie Young, Cole Hopper, René van Houtum, Mike Moval, Freddy Landaverde, Ryan Ritchie, Adam Whelply

The cooperation and team spirit was fantastic and everyone made an enormous effort to put in a great

performance, with each team pushing themselves to be the best of the three Mainfreight teams.

CaroTrans – Chris Wilson

It is amazing that another year has passed and we are already turning our attention to 2019 and beyond. 2018 has been a very special year and a year of good and rapid change for CaroTrans USA. It is a great time to recognize the team's efforts at CaroTrans and Mainfreight. It has been a truly multi-team effort and we could not have done it alone.

One important change during the last year was our results. After several years of poor results, we have managed to stop the slide and reverse the trend. Revenue is growing (albeit

not fast enough) and profits in the first six months of the financial year are better than last year. However, we cannot afford to slow down. We must continue to improve quality, increase sales and delight the customer.

CaroTrans is an iconic brand in the USA NVOCC market and our clients have a very strong connection to our Team, our Brand and our Culture. We need to embrace this more and use it as a differentiator in the market. Recently, I have been on sales calls with the Team and when we start discussing our culture with the client,

the reaction is always strong and positive. Clients are envious of our culture – Bonus based on profit (Team based), Branch Manager is decision maker, turkeys and hams at Thanksgiving, opportunity to earn a Christmas bonus, Outward Bound in New Zealand!, support of local charities and most importantly the 3 Pillars of Mainfreight. Team – This is an incredibly strong culture and our customers and vendors love to learn about this culture and appreciate working with a company that walks the talk! Embrace it, Share it and Live it!

Merry Christmas and Happy New Year to everyone at CaroTrans, Mainfreight, our partners around the world and most importantly to your families. A special thanks to everyone's family for putting up with the long hours at the office and the many nights away from home. We simply couldn't do it without your support. Thank you !

CaroTrans – Miami

CaroTrans Miami embracing and strengthening one of our foundations – Family. We had a nice day at Oleta River State Park – Miami, where our team members spent quality time together, eating, chatting and playing games. We all have support from our families which allows us to do what we do daily. This was the perfect opportunity for CaroTrans Miami, in a simple way, to say thank you to all our families for making possible what we do every day.



CaroTrans – Apples

How many apples can you fit in one car to be delivered to customers? Phil Szumanski and Ken Millroy from CaroTrans New Jersey just set out to see how many. They were able to fit 30 buckets of apples into a single car. They made it out to see 30 customers in a single day to drop off a coveted apple bucket.

Great job Phil and Ken!!



CaroTrans LA has a new home! – contributed by Lorenzo Cometa

After 20 years in the same location, CaroTrans L.A. has a new home and one we can all be proud of! We have many seasoned team members and several who have joined in the last 12 months. The takeaway has been the same. In the Mainfreight group, we

mean what we say! Our company rewards hard work! Our culture is stronger than ever. Our new lunch program is also up and running with close to 100% participation each week. Word is traveling quickly and resumés are pouring in. CaroTrans L.A.

has set itself apart from the competition and is quickly becoming the brand of choice within our industry. The team is proud and eager to take sales to the next level. We want to thank everyone who helped us achieve this goal.



Technology – Kevin Drinkwater

Time Zones – Inspired by the Transport Industry

In our last newsletter I conveyed the story of the reasons behind Bruce Pledsted asking every branch to put up at least six clocks showing the time at key locations and time zones around the world. To follow that up I would like share some history in regard to how time zones evolved and how the transport industry played a major part.

The more Mainfreight grows the more time zones we have to get used to, whether it be through travelling to our overseas branches, communicating with branches in other regions and/or tracking freight. They play an ever increasing part of our lives personally as well as for work. However time zones are a relatively recent thing, with the idea emerging in the early 1800's and starting to be implemented in the late 1800's. The transport industry, particularly the US railroad, was a major impetus to the introduction of time zones.

Before clocks became accurate, every town and village had their own time based on the sun. However the use of

solar time became particularly difficult when railroads starting expanding across large countries. Stations in every town had their own clock set to their local time and in the USA there were over 300 different local times that the railroads had to deal with. This made for chaos when setting train schedules as it confused drivers and passengers. Even worse, as railroad companies started sharing tracks there were many accidents caused by trains being in the wrong place at the wrong time (or perhaps at their right time but no one else's)! So on November 18, 1883 the USA introduced 4 time zones for the continental USA and at noon on that day all major railroad companies set their clocks to the new Universal time.

At the same time the British, only needing 1 time zone, were focusing on the world, and pushed for the adoption of global time zones. They established the Greenwich Meridian as a central basis for international time zones. The key reason for this

was for navigation and the shipping industry in general. The British concept met with general approval with Greenwich Meantime (GMT) being adopted in October 1884. Of course the French, being the French, resisted – keeping Paris as the Central point for basing time zones until 1911.

As much as there were commercial advantages to having an exact standard time it has actually added stress to our lives. The advantage of not having an exact time standard was that people had far more flexibility in everything they did. People were actually very happy dividing their days into 3 or 4 parts.

But the fact remains Mainfreight could not provide the service we do today, or probably grown to the extent we have, without time zones. They have helped to enable us and other companies to become global.

Acknowledgements: Timeanddate.com, Huffington Post

Time – Technology can buy you time

Time continues to march on and once again this year seems to be shorter than the last. I have a theory that the speed of time is only relevant to the individual and how much time they have left. However there is a lot of evidence to show that modern life is meaning we have to fit more and more in, while losing time due to traffic congestion and playing with the various forms of technology we all seem to use these days.

Technology can also be an enabler to regaining some time by introducing efficiencies that translate into less time being spent looking for information and more time actually using right information at the right time.

That's why we continue to develop functionality, like dashboards and alerts, in our internal and external systems, which present to our users, team members and customers, the information they need at their fingertips. We also try to develop software that works with the best natural flow possible to allow you to get the job done as quickly as possible and error free.

However we are always looking for ideas on how we can improve our functionality to deliver better results, especially those that will give you back time. So if you have any ideas please make sure you let your IT team know, as they may well be unaware of the

issue and/or your idea of how to fix it.

As you will read later in this section we are currently building a completely new Freman system. Freman was the first onsite computer system that we provided our customers back in 1990. This will be the 4th rebuild and we are using the opportunity to make it more effective and efficient for our customers. Key to these efforts are workshops run with our customers, who have given us feedback to improve the new version. We hope the release of the new Freman in the first half of next year will prove that we have managed to give you back time.

Once again the year is near an end and it is important that I convey my thanks to all of you in our IT teams and suppliers to our IT teams. It has been another big year and there has been a lot of continued stress for many of you to make sure our business continues uninterrupted. In particular those of you involved in the big bang implementation of Mainstreet Australia should be very proud of your contribution to produce a result that any organisation no matter how big or small would be envious of.

So whatever traditions you celebrate at this time of the year, may they be the best of times for you and your families. See you in 2019!

FremanWeb is about to get even better! – contributed by Logan Lim

FremanWeb is our customer consignment note (con/note) creation portal accessed via Mainchain which our customers throughout New Zealand and Australia use to create over 300,000 con/notes in per month! This system plays a massive part in what we do on a daily basis, and makes up for around 65% of all consignments created in our NZ and AU transport businesses.

Customers and team love it. But it's about to get even better in 2019 with our Freman Rewrite project.

Our objective is to rebuild FremanWeb and ensure we have the fastest and easiest consignment note creation system for our customers for the future; to lay the foundations and to create a system that will help propel both our customer and internal operations forward and cater for more and more growth and volumes; getting amongst our customers and team to build what they want and we need

Our Customer Facing Technology team has been engaging with our team and customers in NZ and AU this year - running workshops, calls, feedback and design sessions to find out what they like/don't like about creating consignments with us currently, and what they feel they want and need to make all our lives easier!

We also joined in on the Driver Appreciation week to get another perspective, and to pick our drivers' brains about the whole pickup and delivery process and areas we could help improve.

So what's changing?

We're rebuilding and fine tuning the FremanWeb engine in the background as well as the paint job. And adding some new whizz bang features

New In-Cab equipment for Owens & Mainfreight Wharf – Ben Renehan

In today's technology-driven world, it's necessary to have the best equipment to stay ahead of the competition. Our wharf drivers have been using the Zebra TC75 handheld computer to process their jobs for well over seven years.

The team at Owens has decided to replace the old ruggedized mobile devices, with eight inch tablets. The larger screen will make reading text easier and allows more space for additional functions. The screens are fitted with a protective case to help prevent damage. The tablet will also come with a charging cradle and three suction cups to



L-R: Matt Dalton, Vince (Steel and Tube Stainless), Ashish (Independent Building Supplies), Eri Taylor, Logan Lim, Alicia Coles, Hannah Abraham, Dave Mac, Jeremy Wells, Dannielle Steffany, Kohine Henare



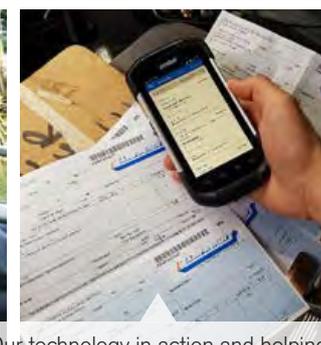
L-R: Justin Ventura, Logan Lim, Nic Matthews, Suman Shaganti, Ron (Dyechem Industries), Mandi Johnston, Jody Savage



L-R: Marija Vukovic, Suman Shaganti, Justin Ventura, Logan Lim



Tansy Austin out with our driver Lawrence Lal from Mainfreight Auckland



Our technology in action and helping our drivers deliver freight

(Google Addressing here we come!) But don't be scared... We're keeping it all fundamentally the same and will still allow for our customers to do everything they can and need to do today

Testing of the new system is set to start in December, with our aim to

target a few trial runs with some selected customers and team by the end of February 2019

All going well, we'll be working with our sales teams here in NZ and AU to migrate our existing customers from the current FremanWeb to the new platform from April onwards!



Driver Rod Patterson, Owens Laverton, VIC

mount to the windscreen. This mounting solution means that there isn't any need to run cables or drill any holes in the trucks dashboard. This makes the drivers very happy.

A new software app has been developed by Sandfield for the tablets. The stylish app makes great use of the swipe and tap options available to the push screen tablet. The

app will allow the drivers to update their jobs as they're picked up and delivered, capture signatures and even display documents relating to the job.

The new equipment arrives early November. The rollout will take several weeks and will involve a large team including trainers, IT & branch champions.

European KPI Reporting – Rob Verheijen

In the past, 200 hours per month were needed to send the Forwarding business KPI reports, based on Excel, to our customers. By using new technology in the cloud and connecting our source systems (Trex, Mainmove) feeding the data warehouse, we are able to provide the customer daily visibility on our performance, reducing those 200 hours significantly. The investment has enhanced visibility for our customers on our performance.



Implementation of Shipment Center in Asia – Michelle Yip

To provide a comprehensive supply chain solution, technology plays an important role. With the great variety of Mainfreight systems, we continually seek to implement Mainfreight IT products to our potential and existing customers. It is critical for us to gain more business and reduce as much manual work as possible.

Shipment Centre, Mainfreight global online booking system, for Air & Ocean Freight brings added convenience to our customers by enabling them to place bookings with an internet connected device. It has been a very attractive selling point to our customers. Since September, Asia team has started to review our customers' business model and determined those suitable for Shipment Centre implementation and are proactively promoting it.

To support our amazing sales team we have;

- Created improved selling materials about IT including Shipment Centre
- Revised and improved our user guide in multi-language to assist customers to learn
- Organized refresher training to teams for better understanding Shipment Centre's capability and set up
- Had regular catchups with local teams to gather their suggestions and understand the opportunities
- Created showcases to teach the teams to learn how it works practically

With our powerful technology capability and proactive team, we are confident that Shipment Centre will be implemented for customers regularly and smoothly in the coming years in Asia.

IT setup for New Branch in Malaysia – Clement Chong

Now we have our own Mainfreight office in Malaysia! The branch is located in Klang and quite near to Port Klang.

IT setup for the Malaysia office began in late September 2018. We had a tight schedule to ensure Internet and Telephone connectivity, office meeting room facility with allowing wireless laptop screen sharing, IT wired and wireless capacity plus necessary hardware software to be ready for every team members. Mainfreight IT Systems training and Cybersecurity training right after the setup for every team member in Malaysia office as they are all fresh in Mainfreight, so Mainfreight Malaysia team are fully equipped for the business.



Group Training & Development – Martin Devereux

The mid-year newsletter marked the celebration of the business reaching 40 years of age. For many organisations a significant milestone, however for us this was but one of many to date, and many to follow.

The underpinning of our success has been our culture; our core beliefs and the imperatives that define us. We are one global family spread across an ever-growing number of countries. We all start and finish our days in slightly different fashions but we are one family. A family that has grown from never taking our eye off the

detail. A family that has grown from always making smart decisions, not easy decisions. Most importantly, a family that approaches every milestone in our journey together.

Our Three Pillars proudly sit on our walls in various countries and in various languages. This framework serves to guide us on who we are and the way we do things round here. Our culture is a product of every decision we make and every action we take. We, as individuals, all have the responsibility as guardians of our culture. A challenge for us all is to take the time to learn about where we,

and our culture, come from and why we do things the way we do. Challenge yourself to ask the 'why' question and learn our origins.

The below contributions provide wonderful insight into the various challenges our business faces across the globe and also the projects the training teams are committed to. Whilst not all will have global application, all have the potential to form part of 'the way we do things round here' and you will also notice the strong theme of culture throughout.

Europe

The EU Training & Development team were tasked with helping two Belgian branches with the branch openings for Ghent and Genk (note the similarity in names, in Dutch they're written Gent and Genk!). The mission was with back-to-back dates, a theme of Kiwi and Belgian culture, and to celebrate the milestone for team members while also giving our customers the warmest welcome to our branches possible. The team smashed this mission. There wasn't a fern leaf unturned, a Belgian chocolate uneaten, nor a Haka left unperformed. Full details are covered on our Europe pages.

The team also facilitated a Europe-wide challenge. It started as a surprise with posters of Mainfreight Man hanging up around the branches to promote that "something was coming". Then "The Mainfreight Challenge" arrived with a bang, encouraging branches to turn the world blue and make sure that everything through and through in our branches is branded Mainfreight. The EU Training & Development team facilitated the competition for us all to make one last push to get rid of old branding.

Branches pulled together and submitted creative, family-oriented, out there videos, presentations, and photos to show how they were ensuring their branches are blue, blue, and blue. The resulting photos, videos, pictures were truly phenomenal.

THE MAINFREIGHT CHALLENGE

RULES OF PLAY

Mission accepted! How does it work?
We are Mainfreight – through and through, blue and blue. The purpose of the challenge is to make our branches (workplace and documents etc.) truly Mainfreight. Your mission is to rid your branch of all leftover Wim Bosman branding.

DATE: 03.09.2018 - 26.09.2018

Competition, you say?
Keep track of what you find using the document saved on the 'Mainfreight Challenge' Intranet page. We highly recommend taking before and after photos as it can help your chances of winning.

What is excluded?

- Vehicles / trucks
- Hyperlinks or internet applications.
- Object ID stickers on hardware (IT will get in touch for replacement stickers)

What is included?
Anything and everything that is Wim Bosman related i.e. e-mail, documents, pens, all signage etc. You have until the end of the month to get rid of, replace or update everything.

Branch champions
Each branch has a branch champion who is responsible for keeping track of the progress and will coordinate the update / replacement of branding. They will also be responsible to submit the inventory forms / before and after photos.

Want to win something you'll never forget?
Although this challenge is not about winning, it's more about being one big family, there are however some pretty awesome prizes. Prizes will be awarded based on creativity, visibility, quantity, and best family atmosphere. Make sure you do your best to win prizes you and your team will never forget!

Good luck and happy hunting team!

LET'S DO THIS

Although the challenge was not about winning but more about being one big family, there were prizes. The European Support Team cast their votes and awarded the prizes based on creativity, visibility, quantity and best family atmosphere.

Congratulations to:

- Creativity: Forwarding Paris for their amazing video.
- Quantity: Logistics 's-Heerenberg won by a country mile, they collected more than 1600!!
- Visibility: Cluj Napoca for their great presentation
- Family Atmosphere: Amsterdam won with their 'Mainfreight movie'

Thank you all for putting so much effort in this challenge. Even though the Mainfreight Challenge has ended, please keep up the mission of turning the world BLUE!

Lunches have been a hot topic in Europe, which is something many Mainfreighters from other regions are



Lunch at Mainfreight Forwarding Ghent
L-R: Frederik Gielis, Veronique Lootens, Marlies Sevenhant, Thomas Pier & Marien Pastoor.

already very familiar with. Eating together being such an important part of our culture at Mainfreight, the Training & Development team has been working with the branches to help them set up lunch schemes in their branches. Already we have helped set up two branches, and more are on the list to work with. The uptake of the lunches has been a



... & Genk
L-R Joffrey Vandenbussche, Anne-Kim Alserda, Ine Caymax & Tom Vandeurzen

wonderful demonstration of the special bonds we can form when sharing a meal together.

The team is currently working on a project to roll out customer service training around Europe, watch this space, it's going to be a dynamic course offering a proactive approach to customer care.

The Americas

The Future Leader's Program in the Americas is growing extremely rapidly, just like the rest of our business. In 2013, we hired 14 Future Leaders. We're already at 42 this year and the year is not over yet! With the increase in Future Leaders in our business, it became more important than ever to have the right training and tools in place to promote our culture, and keep what makes Mainfreight special, special. Back in 2013, we introduced the Future Leader's Training and had 12 attendees. This year, we had 42! The idea behind the course is to not only network, but emphasize the importance of our culture to the next generation of leaders.

We have seen many team members grow as they accept more responsibility be it within their own branch or moving inter-state. We have 15 team members from either Mainfreight or Carotrans move into Branch Manager roles in the past couple of years.

Over the summer, we traveled to 14 Air & Ocean branches for what we called "The Air & Ocean Roadshow". The Roadshow came about from a trip



Air & Ocean Roadshow at Mainfreight Mexico City – (L-R Antonio Sanchez, Azucena Toledo, Angelica Sais, Alan Sanchez, Pamela Angel & Brenda Vazquez

to New Zealand where we attended a 4-day Air & Ocean Induction course with the goal of creating a similar course for the Americas. We collated responses from each branch with their training needs and wants. We took the top responses and created the Air & Ocean Roadshow which included Culture, "Freight 101", KPI measurements and what's important to Mainfreight.

The idea behind the roadshow was whether you have been with us 2 months or 20 years, everyone got a piece of the roadshow. Traveling to

each branch helped to highlight what training was needed in each individual branch, which we are focusing on now. It took 5 out of 7 weeks to accomplish this and after countless delayed flights (best people watching is ATL Airport hands down), summer storms, thanking sweet baby Jesus for the one on-time flight we had, it was an amazing opportunity to meet each Air & Ocean team member along the way.

At the end of the day, we work for the team, so it was a great opportunity to build a relationship with each one individually. We are excited to continue

focusing on the branch training programs and to begin our own Inductions courses here in Los Angeles in 2019.

It is an exciting time to be part of Mainfreight the Americas! We have exciting new growth around the business and especially in our Future Leaders and Culture programs even as compared to just five years ago.

We know it's our culture that sets us apart from the rest. We have refreshed our content; whilst our unique stories

celebrate our history and success to date, we can't forget to always share the 'WHY' we do things our way.

In support of our business, training is delivered within the branch. Each session, be it 'Delight the Customer', Future Leaders, Emotional Intelligence, Team Leaders or Emerging Branch Managers, includes culture content. Our core beliefs are inter-woven in all that we do.

Our understanding of the Mainfreight Way grows stronger and a lot of the

credit needs to go to our Branch Managers. They ensure their team is available, be it a new team member eager to learn more or a general message refresher for all. The consistent message from our BMs about our commitment to superior performance, working & eating together, PAT meetings and promoting from within can be seen throughout the business and in our culture course numbers. We have now held 60 culture courses this year when compared to the 9 held in 2013.

Australia

Mainfreight is built upon a strong set of principles or guidelines, our Three Pillars. Our Three Pillars guide our behaviours and help shape our decision-making processes as a business. These behaviours are no more evident than when things get tough, whether that be in the workplace or out in our local communities. Parts of Australia are experiencing some of the worst drought conditions in living history. Mainfreight branches around the country got together to raise money for the Buy a Bale Campaign which supports struggling farmers by providing hay, water, groceries and other essentials to give them a fighting chance. As a business, we raised \$32,402.

As we head into the busy season our teams are always on the lookout for ways to alleviate some of the added pressure and stress that peak season brings us. Studies show that interaction with animals can increase production of the stress-reducing hormone oxytocin and decrease production of the stress hormone cortisol. Our Epping team took this information and ran with it! They engaged with a local animal shelter and hosted puppies for our team to interact with.

On the Mainstreet front – during 14 weeks, thirteen trainers from both Australia and New Zealand delivered over 1400 training sessions to our teams around the country. On April 30th, the hard work and diligence applied by both team and trainers paid off. Sitting with the Support team at Go-Live, we were well prepared for long hours in the trenches. We had team scheduled from 5am – 11pm with afterhours support on call.

To our delight, Go-Live went off smoothly and the transition was the best we have experienced with a system rollout. This is no small part due to all the learnings we gained from our kiwi brothers and sisters who went live in 2017. Well done teams!

The fantastic result by our Transport branches has set the bar high for our next project. That's right we have already started the next one with our brothers and sisters at Owens Australia who are currently still on Austrak.



Brisbane Air & Ocean Team on the fundraising trail



L-R: Kelsey Mitchell, Natelina Fisher, Rachel Hilton

A selection of Owens team and Branch Managers attended their first super-user session in August. Having several system projects behind us now, we have learnt so much and are applying these to Owens. We are starting early identifying branch processes alongside focusing on the business requirements for the team.

Before the year is over we will be well entrenched in writing system specification documents and creating screen mock ups for the team.

New Zealand

A key responsibility for our team here at the Training Centre is to help support the branches in sharing the Mainfreight culture with new and existing team members. This year we have had the pleasure of being involved in exciting projects, many focusing on the culture and future proofing of our business.

A big milestone for 2018 was rolling out a reinvigorated Easy To Deal With (ETDW) course nationwide to all team members and drivers. It helped remind us that the customer is king and we all play our part in influencing their experience. A true benefit of these sessions was that many of the legends were able to share some of our unique stories about our culture and heritage. From Mainfreight Mondays, the origins of our truck sayings, to how you staple a piece of paper together and why. These and other stories have shaped our beginnings as a company, they are important and must be protected. For Mainfreight to continue to grow and prosper these stories have been entrusted to all team across the country. They have been encouraged to share these with new team members so they too can understand what makes us Mainfreight.

Another theme we have seen this year is our **Ready, Fire, Aim** approach... We like to pitch in wherever we can whether it be sorting out customer Christmas gifts to distribute through the network, collaborating with production companies to make new Owner Driver recruitment videos, creating the framework for a driver academy, or joining in on the driver appreciation week, you name it we will tackle any project with vigour and energy.

This year we celebrated our 200th domestic induction course in Auckland. We continue to **keep reinventing with time and growth**, a lot has changed over the last 14 years. Flashback to 2004, we started our first domestic inductions, they were 6-days long and seven were organised for the year. They consisted



Mainfreight NZ Training Team – 40 Years Pic!
(L-R): Charlotte Colson, Rochelle Coster, Trace Donaghey, Erica Dash, Rachel Hustler, Donna Barrett, Lizzie Judd, Charlotte Carpenter, Gary Dyason, Alexia van der Zanden



Reuben Mason – one of our awesome Owner Drivers who featured in our recent TV ad
(Link to ad: <https://youtu.be/y10tZxn4xPA>)

of operational, fork hoist and dangerous goods licencing.

Fast-forward to 2018, our domestic inductions are 3-days long and have evolved with the help of everyone's feedback. Now our inductions focus isn't about licencing rather we are educating the team on Mainfreight's culture and history, and each step of the operational process, from when the freight arrives at the depot, to when it is delivered to our customers.

We are ensuring they see the broader picture of the global supply chain which allows them to understand the flow on effect of our day-to-day work and efforts.

For the training team it is a real privilege for us to meet our new team members coming through and see them as a group coming together from different branches and cities, making connections and friendships they can lean on for support and



1st Domestic Induction Course – 2004
Back (L-R): Brett Reid, Jason Nahora, Aoese Taiatu, Baisley Leger, Noa Tohi
Middle: Don Braid, Chris Meyer, Debi Cunneen, Rachel Hustler, Derek Kyle, Andrew Tita, Gordon Jackson
Front: Dillon Harrison, Mark Nisbett, Sam Gillbanks, Greg Waylen

advice in their Mainfreight future. Bring on the next 200 courses!

Here at Mainfreight, **promotion from within**, is a core value. As everyone starts in the operations or an equivalent entry level role, we grow and develop our team members through the business. Equipping them with knowledge and confidence to tackle that next role. This means that our team are competing with their peers for leadership roles and won't have someone from outside the business swoop in who doesn't understand the way we do things around here.

As a training team we engage in a number of activities to support our branches so that they have keen new team who want to be promoted. These range from attracting new team to the business through job fests, careers expos and speed networking events, facilitating our team in identifying their career goals and how to achieve them, piloting new initiatives with talented young Mainfreighters to upskill them to charge head on into new leadership challenges, to providing opportunities to further their business knowledge and skills through consistent events and training offerings.

The training team is here to help and support our brother and sisters and protect the culture that is vital to our success. It's a privilege to work with each and every one of you. Keep challenging yourselves and all the best for 2019.



200th Domestic Induction Course – 2018
Back (L-R): Kyle Aunzo, Matt Hudspith, Raeden Mikara, Arun Paul, Viveet Nandan, Georgia Ross, Faustina Fa'aolo
Front: Mustafaq Ali, Victoria Fennelly, Alexia van der Zanden, Libi Simon, Mohammed Helal
*Kyle, Victoria, Libi and Mohammed are from Designertech and were attending the culture day



Celebrating the 200th!

Asia

Our Future Leaders program in Asia has started to build momentum, with four team members joining our teams in Hong Kong and also Shanghai. Across this part of the world the brand

of Mainfreight is not well known so we are working very hard at building relationships with the right tertiary institutions and working hard to meet as many potential new team members

as possible. Like every other region, for us to grow we need better people who identify Mainfreight as a place to grow themselves and their career.

Thank you for all of your effort and dedication throughout 2018. Like every year there have been long days, long weeks and long months. They do not go unnoticed and we appreciate all your dedication to your teams, to your branches and to Mainfreight. Wishing you and your families a very safe and happy holiday season ahead.

Bereavements

Dik Poolman, Mainfreight Auckland (retired)

It is with great sorrow that we learned of the passing of Richard "Dik" Poolman on 11th September 2018.

Dik was an integral part of our team here at AK01 for 21 years, starting in 1990 at Southdown Lane and then at Otahuhu until his retirement in 2011. He was our groundskeeper, lawn mower, pruner, firewood cutter, litter-picker-upperer, and general jack of all trades.

His sense of humour and his smile were infectious and he would often leave a cartoon or joke he'd found amusing on the lunchroom notice board for the rest of the team to enjoy.

He was a lovely man and a friend to all. He will be greatly missed by his family and friends as well as his Mainfreight whanau.



Arthur (Arty) Tepania, FTL Palmerston North, NZ

Our team member Arthur Tepania (Arty) passed away on 21st October 2018 after a brave battle with cancer. He joined Mainfreight in October 2017, and although relatively short, his time with us was memorable and he quickly became one of the team. His placid nature will always be remembered by the team here in Palmerston North. Our thoughts are with Arty's family and friends.



SERVICE ACHIEVEMENTS

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

Toon Berntsen	40 years	Mainfreight Logistic Services Netherlands
Adri Meesen	40 years	Mainfreight Logistic Services Born
Hans Groothuis	35 years	Mainfreight Forwarding Netherlands
Harrie Lucassen	35 years	Mainfreight Transport Netherlands
Rob Rutten	35 years	Mainfreight Transport Netherlands
Ton van Dorst	35 years	Mainfreight Logistic Services Born
Joan Brink	30 years	Mainfreight Transport Netherlands
Yvonne Chissell	30 years	Mainfreight National New Zealand Admin
Lili Devriendt	30 years	Mainfreight Forwarding Oostende
Russell Jackson	30 years	Mainfreight Transport Christchurch
Doug Melrose	30 years	Mainfreight Transport Dunedin
Rudi Rietman	30 years	Mainfreight Holding
Deborah Blackburn	25 years	Mainfreight Transport Christchurch
Larry Coulter	25 years	Mainfreight National New Zealand Admin
Theo Engelen	25 years	Mainfreight Cross-dock
Cindy Jansen	25 years	Mainfreight Forwarding Netherlands
Arjen Meijering	25 years	Mainfreight Logistic Services Netherlands
Greg Piper	25 years	Mainfreight Transport Wellington Owner Driver
Darryn Scurr	25 years	Mainfreight Transport Napier
Angelique Steinvoort-Remijnse	25 years	Mainfreight Holding
Geert Steltjes	25 years	Mainfreight Cross-dock
Rémon Weerwag	25 years	Mainfreight Logistic Services Netherlands
Henri Winters	25 years	Mainfreight Cross-dock
Patty Aldana	20 years	CaroTrans Los Angeles
Freddie Anneveld	20 years	Mainfreight Transport Netherlands
Corey Braid	20 years	Mainfreight Transport Epping
Jason Braid	20 years	Mainfreight Europe Air & Ocean
Donald Chamberlain	20 years	Mainfreight Transport Christchurch
Sally Dalzell	20 years	Mainfreight Transport Christchurch
Richard Dean	20 years	Mainfreight Dallas
Peter Decock	20 years	Mainfreight Forwarding Belgium
Megan Delaney	20 years	Mainfreight Transport Christchurch
Greg De Lautour	20 years	Mainfreight Transport Larapinta
Daniel Di Pardo	20 years	SystemPlus Logistic Services
Glen Finlay	20 years	Owens Sydney Owner Driver
Freddie Gonzales	20 years	Mainfreight Houston
Lori Hageline	20 years	Mainfreight Chicago
Tamara Hakfoort	20 years	Mainfreight Forwarding Netherlands
Kiripai (Martin) Hamilton	20 years	Daily Freight Auckland
Neil Harding	20 years	Mainfreight Westney Rd Logistics
Wilfried Hullebus	20 years	Mainfreight Forwarding Belgium
Dave Huwel	20 years	Mainfreight Logistic Services Belgium
Dennis Konstapel	20 years	Mainfreight Cross-dock
Christian Koskamp	20 years	Mainfreight Logistic Services Netherlands
Linda Maquine	20 years	Mainfreight Logistic Services Netherlands
Dennis Morar	20 years	Mainfreight Transport Auckland Owner Driver
Chris Nijland	20 years	Mainfreight Forwarding Netherlands
Jarno Nuijen	20 years	Mainfreight Logistic Services Netherlands
Marie Oliver	20 years	Mainfreight Transport Hamilton
Cilia Peters-Boerboom	20 years	Mainfreight Forwarding Netherlands
Diane Pirozzi	20 years	CaroTrans Newark
Daniel Riddell	20 years	Daily Freight Auckland Owner Driver
Carolyn Sim	20 years	Mainfreight Transport Auckland
Yvonne Sommers-Böhmer	20 years	Mainfreight Forwarding Netherlands
Keith Stone	20 years	Owens Sydney Owner Driver
Barry Thompson	20 years	Chemcouriers Auckland
Rob van Aken	20 years	Mainfreight Logistic Services Netherlands
Rutger van Toor	20 years	Mainfreight Transport Netherlands
Niko van Uhm	20 years	Mainfreight Transport Netherlands
Andy Verbrugghe	20 years	Mainfreight Forwarding Belgium
Annette Webb	20 years	Mainfreight Air & Ocean Auckland Seafreight

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

Mainfreight Long Service Legends

Here are a selection of photos of our Long-Service Legends receiving well-earned recognition from our teams around the world.



Mainfreight Tauranga legend Alan Allport, with wife Heather, receives his 30-year service certificate from Lance Chadwick



Mitch Gregor presents Rowan Preston (NZ Logistics) with her 20-year service certificate



Colin McPherson (Owens Logistics Auckland) receiving his 20-year service certificate from Jeremy Williams, and a voucher for a haircut!



Travis Hari presents Neil Harding (Westney Road Logistics) with his 20-year service certificate.



Yvonne Chissell (National NZ team) celebrates 30 years



Catherine Le Vert presenting Katrina Nathan (Seafreight Auckland) with her 20-year certificate



Mike Dunn (CFS Auckland) receives his 25-year certificate from Nic Kay



Annette Webb (Air & Ocean Auckland) – 20-year certificate presented by Shannon Hegan



Geoff Heard (Sydney Transport) is congratulated for 30-years' service by Cindy Page



Owens Transport Perth: Paul McCracken's 25-year celebration
L-R Emily Nicholls, Emily Tuitufu, Josephine Riservato, Paul McCracken, Annalisa Rizzo and Jessica Adamson



Owens Transport Sydney: Pasqua Riservato celebrating 20 years (and congratulations on taking the Branch Manager role!)

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



Kirsty Michell, Mainfreight Metro Auckland – one of eleven women in the NZ business who have recently gained their Class 2 Truck licence!



Forwarding NL (Mid West) showing their well-deserved Team award!
They doubled their revenue and profit while team numbers remained the same.
Stefan Bongers, Marcel Duvigneau, Sylvia Bavelaar, Koen Janssen, Maikel de Graaf, Jonnes Jeuken, Jordy Bergman, Michael Gersjes



It's not just our American team that get into the spirit of Halloween! L-R: Air & Ocean Wellington, Forwarding Paris, Forwarding Pruszkow



Jodie Dirksen, Air & Ocean Adelaide branch manager, completed an ice bucket challenge to raise over \$500 for motor neurone disease. A cause close to her heart through a family connection. Well worth a dunking!



Mainfreight Toronto recently welcomed Bruce Plested and his partner Denise Bayley
Front L-R: Paul Ody, David Frisina, James McWilliam, Denise Bayley
2nd row L-R: Daniel Ody, Jane Trogan, Stacey Mitchell, Bruce Plested, Erin Smith, Shaun Upper
Back L-R: Bogi Compton, Gustavo Amorim, Shawn Roach, Dean Baran, Sean McGrattan



L-R: Vincent Lee, Raymond Lo, Cary Chung, Clement Chong
Mainfreight Asia participated in the Challenging 12 Hours Charity Marathon supporting Sowers Action with their work with under-privileged children. All team members have completed 42km.

The Landing Logistics team getting into the spirit!
L-R: Luke RUDOLPH, Satish Ramaswamy, Todd Feng, Sikha SANTAwirya, Arthur Hoeft, Cody Watts. - A couple of CHRISTMAS Names in the team!



Gotta love Footy Jersey Fridays with the Owens Sydney team!
Back L-R: Annalisa Rizzo (Canterbury Bulldogs), Pasqua Riservato (Parramatta Eels), Karyn Seed (New Zealand Warriors), Steve Butler (Sydney Roosters), Tristram McKay (New Zealand Warriors), Benjamin Gilks (Canterbury Bulldogs), Emily Nicholls (St. George / Illawarra Dragons)
Front L-R: Christina Papoulia (South Sydney Rabbitohs), Josephine Riservato (Sydney Roosters), Craig Connors (Cronulla Sharks), Nicholas Francis (NSW Blues)



Coach Martin
Tony Martin, Owens Transport Christchurch Branch Manager, was awarded Coach of the Year for the Div 1 Prebbleton rugby team in Christchurch – well played Tony!



Logistics Newark take their bowling seriously!
Back L-R: Stephen Cacnio, Dries Pinoy, Eliezer Fernandez, Peter Kruszewski
Front L-R: Shirley Branch, Ronald Rhodes, Bryan Landin, Luis Medina, Jose Melendez, Robert Siuzdak, Timothy Pinckney, Yuri Ramirez, Sylvia Arroyo, Jules Branswyck



Mercedes-Benz Trucks recently launched its all-new Actros Distribution range in New Zealand, 18 to 26 tonne models, primarily targeting the metropolitan market. Mainfreight is one of the first customers to take delivery of a 6x2 rigid curtainsider model



Summer must be close; our Tauranga teams combined to put on a customer BBQ. On the grill L-R: Mike Swindells (FTL), Shane Williamson (MFAO TRG)



's-Heerenberg Cross-dock team breaks record by moving almost 14,000 tonnes of freight!
Well done - fantastic effort!
L-R: Thorsten Claassen, Stephan Horn, Mike Grintjes, Erol Kilicdere, Ibrahim Bangoura, Kevin Timmermans, Dennis Konstapel, Harald Kuhfuss, Bennie Jansen.



Bruce on his farm forks – no surprise that they're blue ... and check that fleet number



Life Ed's mascot Harold and Duffy from Books in Homes always steal the limelight at Mainfreight Auckland's IDEAs Day

Feedback

From: Tracey W
To: MFT Tauranga
Subject: Great Service to Troy B and his boy

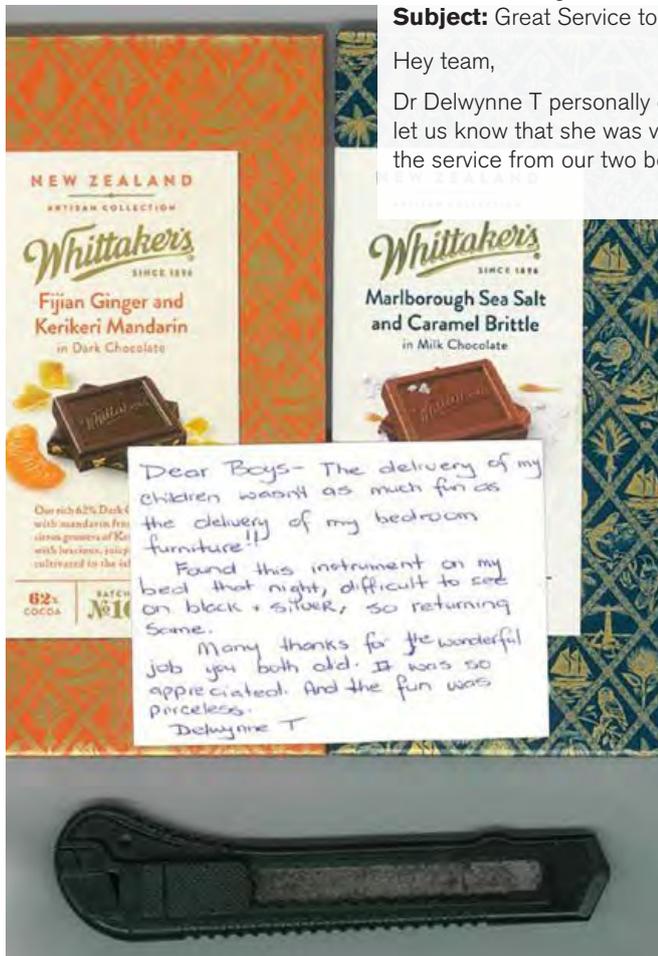
Hey team,

Dr Delwynne T personally dropped in today to let us know that she was very impressed with the service from our two boys.

They had them in fits of laughter and were so happy to have had them deliver their items.

Have a read and congratulate them when Troy comes back in today

GREAT WORK BOYS!!!
WELCOME TO MAINFREIGHT
Tracey Wright | Mainfreight Transport Tauranga



From: Simon R
Sent: Friday, 9 November 2018 8:20 AM
To: Steven Beaumont (Chemcouriers Brisbane)
Cc: Scott Pratt (Chemcouriers); Haris Akram (Chemcouriers)
Subject: Note of appreciation
Morning Steve

I just wanted to drop you a quick note to acknowledge Scott & Haris

Since we started using Chemcouriers, Scott has been our go to guy. He goes above & beyond for us every single time & nothing is too much trouble for him. Likewise when we have needed Haris's help, we get the same response (most notably for me was his responding to me on a Sunday when I had some drama with a client needing material).

It's not always common to get phenomenal service in today's crazy world, but perhaps the bigger crime is us not recognising it when we do get it So here's me recognizing & thanking two phenomenal members of your team!

Thank you all & here's to many more orders shipped together!

Cheers for now.

Simon R - General Manager

From: Patti at SilverScreen
Sent: Friday, 1 June 2018 12:41 PM
To: Luke Chance
Cc: Samantha Daley; Sejla Dizdagic
Subject: Re: Glass inquiry.

Hi Luke, Sam and Sejla,

I just have to acknowledge Mainfreight as an incredibly responsive company.

First, Samantha from the very beginning with our first consignment was so prompt and helpful. The freight arrived when needed and everything went so smoothly. Following this, our account has been set up and we have been trained in ordering consignments - plus the site is easy to manage.

Second, Sejla in the order of the glassboard to your Prestons site. You were also so responsive, making our ability to deliver to you on time by 12 June so easy. We already have the artwork printed and it is going onto your glassboard today!

Thirdly, Luke. That you followed up my email enquiry so promptly with an email and a phone call.

It is so clear to me that Mainfreight are a wonderful company - not only as a supplier but as a customer and I look forward to a long, smooth and enjoyable relationship with you all.

Have a great weekend!! - Warm regards
Patti Wolf
Managing Director

From: Aimie Jackson-Hillind
Sent: Thursday, October 18, 2018 8:28 AM
To: Phillip Youldon ; Daniel Payne (Mainfreight Erskine Park Logistics)
Subject: RE: Delivery of air con units - appreciation

Great news Phillip thank you very much.

Daniel and Phillip I would just like to highlight to you how much Glenn has helped our team through this new transition.

Everyone involved has been working hard to get understanding and create a smooth line process for us, but I want to highlight in particular the extra mile that Glenn in NSW seems to take for us on a daily basis.

From day one he would check in with me on orders that had been placed to see if anything had been missed. He asked questions about our system and was happy for me to explain this to him so he had a better understanding of the way it all worked.

He is always there to take the phone call or help investigate deeper into the niggles we have come across. There is a high level of care that comes from him regarding this account and I am very grateful to be working alongside this champion. With all the teething problems we are having he has certainly helped eased the pressure for the sales desk.

I hope this appreciation reaches the right areas of business and someone can give him a big 'pat on the back' from us over here! 😊

Thank you guys hope you have a great day!
Kind regards
Aimie J-H

From: Neil B
Date: 6 July 2018 at 02:14:17 GMT+2
To: Carl
Subject: Good deed

Hi Carl

I hope you enjoyed your break. A good news story for you that you may want to take up. I received the following message from the On Board team on the Kaiarahi today that I wanted to share with you.

Cabin crew member Lesieli Fono observed some helpful actions by two Mainfreight CV drivers named Ross and Ian that we would like to acknowledge.

On the 0330 sailing from Wellington to Picton a passenger who was wheelchair bound was helped by these two drivers to return to his vehicle. During disembarking one of our team accidentally directed him to the starboard (right) side lift. She believed our port (left) side lift, with ramp access to Deck 5 where the passengers car was parked, was out of order - as it had been the day before. Unfortunately the starboard side lift does not currently have easy

access to get through the door to the vehicle deck. Ross and Ian saw the passengers dilemma and very kindly lifted him through the door and then helped him to his car. Lesieli was on her way to see if the passenger required assistance when she saw what they did to help someone out of an awkward situation.

We are very grateful for the noble actions of Ross and Ian and would like to pass on our sincere thanks to them.

Regards
Neil B



interislander
NGĀ WĀKA - NEW ZEALAND'S FERRIES



From: Joseph C
Date: 8/10/18 4:47 PM (GMT+12:00)
To: "Jason McFadden (MFAO CHC)"
Cc: "Nicole Andrews (MFAO CHC)"
Subject: Dennis Rowe

Hello Jason,

I just want to express my gratitude for an employee of Mainfreight Dennis Rowe who continuously goes out of his way, and creates a service which is normally stressful (logistics/freighting) into stress-free.

My company has a very reactive nature and dealing with imports from Germany, Austria, Australia..... etc has been a nightmare with other freighting firms. Dennis has saved us money and prevented jobs from being put on hold or cancelled by enabling equipment and materials to be shifted from Christchurch to Auckland on the day or overnight with last minute notice.

It is because of people like Dennis in your team, that we choose to use Mainfreight as our freight/logistics company.

Kind Regards,
Joseph C - Director

From: Craig T
Sent: 25 October 2018 11:52
To: Jason McFadden (MFAO CHC)

Hi Jason

As to be expected it's been a tough journey getting my petfood export business to the point we're about to launch into a number of additional countries.

I wanted to pass on my thanks to Mainfreight for treating me in a manner of what this business is going to become not in the manner of a pain in the backside and a small business not worthy of a service proposition.

Lydia Nuttall in particular has been super-efficient in getting me a boatload of pricing in a timely manner and deserves some commendation.

My first shipment a couple of weeks ago up to Japan required some consolidation and was more complicated than it needed to be. Michell Riley and Lydia went well above and beyond to make this happen, including chasing down other freight forwarders on my behalf and following the whole thing through. They behaved like they were on our team and I would like you to pass on my gratitude.

Kind Regards
Craig T

From: Marc M
Sent: Tuesday, July 24, 2018 1:47 PM
To: Jennifer Stooksberry; Carol Beilman
Subject: M Job

Carol, Jennifer

I wanted to take a second and say thank you again to the Mainfreight team for a job well done. As you know, this job was a huge opportunity for us and our first big break in the US market. With that said, execution was paramount and your team operated flawlessly. We could not be happier with the performance and effort demonstrated by your team. As you know we have many upcoming opportunities and look forward to future success.

Marc M
Operations

From: Mike U
Sent: Monday, October 22, 2018 8:58 AM
To: Scott Brunclik (MF Minneapolis)
Cc: Heather Zoccoli (MF Minneapolis)
Subject: "Outstanding Performance"

Good morning Scott - in all of my years in this industry (41 but who's counting, Heather quit laughing, I started when I was 15) I cannot recall such outstanding performance from a vendor logistics company as you and your team performed for us on Friday night's shipment.

Scott, please pass along kudos to your team on your performance on this shipment. You took on a problem that was made my problem by another logistics provider late in the day on Friday and got the job done, on time and have made my customer happy (and our leadership team here) for your outstanding work on this shipment.

Thank you again Scott to you and your team for your continued efforts on our behalf. I would request that you provide to me your direct managers contact info as well when your time permits as this is the type of performance that needs to be communicated up the ladder!

Have a great week -
Mike U
Manager, Transportation & Logistics

From: Paul M
Sent: Monday, 8 October 2018 8:53 AM
To: Kevin Drinkwater
Subject: A thank you

Hi Kevin,

Can I please ask you to pass on a big thank you to Jenny and the Taupo delivery men (sorry - I can't remember their names) in your Taupo Mainfreight branch (Google tells me that Nick Hyde is the Branch Manager).

They squeezed in a special delivery of 3 beds to us late Friday night (7.30pm) when they don't normally deliver to Kinloch on a Friday - which was hugely appreciated - they did what they said they would do despite a long day for the 2 delivery guys. We were hugely impressed.

Kind regards - Paul M



ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



AMERICAS



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Tetapu, Vinuli and Mohamed – Noble Park Primary School

Noble Park Primary School is one of the Books in Homes schools supported by Mainfreight Clayton ... and the school's fruit supplier uses us for their delivery ... always greeted with smiles!



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