

The Team's Board Report



Mainfreight Wellington Facility – Open for Business



Managing Director's Comment

Welcome to our latest edition of Mainfreight's newsletter, "The Team Board Report", which is not only circulated to every one of our team members around the world, but also to shareholders and friends of Mainfreight.

As we go to print we have just released our half-year result to the market. This result, a record for the first six month period of a financial year, sees revenues of NZ\$892.9 million, an EBITDA of NZ\$64.4 million, and a net profit after tax of NZ\$29.1 million.

Revenue was improved by 38%, EBITDA by 83%, and our net profit was 77% better than the year prior.

In every division, across all countries we were able to improve profitability and/or revenue. This is a remarkable performance considering the economic uncertainty that surrounds the world at this moment. Let's continue to ignore the doomsayers and get on with being the best team of logistics people that there is, to grow Mainfreight around the world.

The contribution from each of you is an achievement to be proud of; thank you for your efforts.

That said, it is only the half year, and we need to focus on continuing the improvements and performance. There is no room or time for complacency; we have much to do as we go about creating a bigger and better global business.

In New Zealand and Australia, our Domestic operations are performing well, however better linehaul and PUD management with improved service for our customers are all priorities. Our International divisions in each country have much to do to improve their market share, particularly in the import sector, utilising our global network to assist our customers with better supply chain solutions. Our Logistics operations are well-utilised currently; continuing this trend is our challenge.

Our Asian operations are looking for stronger sales growth and more in-country sales as a priority.

In the United States of America, Mainfreight is beginning to find good sales momentum. Splitting the business into two divisions, International and Domestic will offer us the ability to focus strongly on each sector, growing international trade lanes particularly to Europe and Asia, and attracting more "everyday freight" to our Domestic network.

CaroTrans has maintained revenue levels of the prior year and now has the opportunity to leverage this growth with an improved performance over the ensuing months. Better utilisation of 40' containers and a stronger import focus are the priorities for the team.

In Europe our Wim Bosman business has contributed well over the past six months, but we must work to further extend our footprint in Europe and to manage the transition to being part of the Mainfreight family. Our key priorities here are to find more improvement and sales growth across all divisions, particularly in our Logistics and Air & Ocean (International) operations.

On the strength of this improved Group result it is our intention to increase our capital expenditure on property across the business. Of priority (or in some cases, already underway) are new facilities for:

- Kaitaia, New Zealand
- Palmerston North, New Zealand
- Invercargill, New Zealand
- Brisbane, Australia (land and buildings)
- Ploiesti, Romania
- Oostende, Belgium
- Adelaide, Australia

A land purchase is under negotiation for Melbourne, Australia and we expect to open new leased facilities in Chicago and Miami in the USA for Mainfreight, and new offices for CaroTrans in Seattle. Planning for a possible Christchurch, New Zealand rebuild is also under consideration.

This level of capital expenditure will only be possible should our earnings capability continue at our current levels of improvement.

Investing in our network and facilities remains a high priority for us.

A few weeks ago we lost a valued team member in a tragic accident at our Invercargill facility in the south of New Zealand. Steve Palfrey had been with us since 2004 and was an important member of our Invercargill team. His humour, his love of a cup of tea, his dancing style, accent, work ethic and attention to detail will be remembered and missed by us all. Our thoughts and deepest sympathies are with Debbie, Gemma, Jacob, Amanda, Logan and Samuel, as they come to terms with the loss of a much loved husband and father.

No man or woman should ever come to work and not expect to return home at the end of the day. Our health and safety, and training regimes are key to ensuring our wellbeing in and around our everyday jobs. Please adhere to these and look out for each other to make sure we are all safe at all times. If you are unsure about your induction information, or have concerns, please raise these with us either directly or via our PAT meetings.

It is our intention to replace as many forklifts as possible with pallet jacks (both manual and electric) as we adopt some of the lessons our team at Wim Bosman can provide. It is our expectation that adopting this type of equipment will be safer, greener, quieter and more efficient. Please open your minds to these changes as they come to your operation.

It has been a remarkable year, where we continue to find success, growth and where we quietly go about advancing our global ambitions.

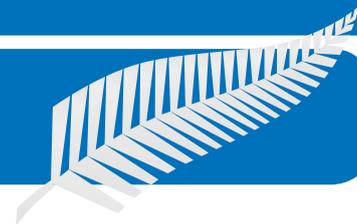
Thanks to you all for being part of this Special Company.

Merry Christmas to you and your families.

Don Braid



New Zealand



New Zealand Forwarding – Carl George

In Memory

Firstly, we would like to remember Stephen Palfrey who was tragically taken from us in November this year. Our thoughts continue to be with his wife Debbie, children Jacob, Amanda, Logan and Sam, and to all our Invercargill Team where Stephen was one of our pillars.

Full Steam Ahead

Our business has seen some great momentum in 2011. For the first time in the last few years we have seen a number of our existing accounts produce growth across a range of industries which is a real positive for the New Zealand economy and our business. Added to this is some significant new business growth throughout the country which has produced some fantastic volumes and results.

We continue to beef up our extensive network; the completion

of our Wellington depot in September is challenging Mainfreight Auckland for the most impressive building – harbour views and a CBD location as well. The extension and re-vamp of Nelson is complete; the new Palmerston North facility will be well underway by Christmas; and Invercargill's new facility is expected to begin in January 2012.

The opening of Wellington sees the return of rail in and out of the capital, providing our customers and the Wellington marketplace with more options to move their cargo.

All of this development would not be possible without the efforts of all our teams around the country who have done the hard yards to get us to where we are today. This is setting up our business for the future to ensure our 100-year vision begins anew every day!

Whilst the new buildings and growth are impressive, we must never lose sight of the basic fundamentals of our business. It is these fundamentals that every day unite us as a business, that are done with purpose not as the result of branch audits or in response to branch visits. It is these strengths that set us apart:

- Committed PAT meetings.
- Image and daily housekeeping.
- Driving the correct operational procedures daily.
- Attention to detail in everything we do.
- Making decisions quickly.
- Hitting and exceeding all critical KPIs without exception.
- Always hunting for that next opportunity.

We have set a great platform in 2011 from which we can launch ourselves into 2012.

I would like to thank all of you for making this year a successful one.

A big thank you to your families for their on-going support and hope everyone has a fantastic Christmas and New Year.

World Cup Corner

New Zealand, home of the Rugby World Cup Champion All Blacks!



Throughout September and October, New Zealand hosted teams from all parts of the world. Support was huge and, to do our bit, the branches and teams of Mainfreight got right in behind this huge event.

The black Mainfreight 'Bus' courtesy of Paul Wright, Mainfreight Cromwell, holding up three of the AB heavy-weight legends (Corey Flynn, Ben Franks & Brad Thorne)





Noa Tohi, Owens Metro Auckland, proudly supporting his team Tonga



Leonie Gardiner, Mainfreight Rotorua, sporting the new office 'kit' – nice...



Mainfreight FTL moved "Mobile" ATMs to all the rugby grounds to keep the punters' wallets full.



Mark Newman pretending to be an All Black at the World Cup final – is this a special Dutch wave?



Several of our trucks dressed up in special livery. Pictured here Ketan Undevia, Mainfreight Auckland.

Progressive/Woolworths Distribution

July this year saw Mainfreight Metro and Mainfreight FTL South Island take on the huge task of managing South Island distribution for Progressive. This was a mammoth task to set up. Thanks to all those who spent long hours on-site to make the start up a success. Thank you too to many of the drivers who have invested in new equipment – some fantastic new high capacity units are moving round the South Island.

One of the new 36 pallet Countdown branded units owned by Trevor Bray running Christchurch to Blenheim.



Day one at Progressive Distribution Centre – Warren McKee, FTL South Island, with the first load out in the snow which ended up closing many South Island roads for several days.



Terry Hucklebridge's 34-pallet unit loading groceries at Progressive DC Christchurch bound for Invercargill.



Hardsider Version II

Mainfreight Auckland's new 110m³, 15.2 metre hardsider unit running nightly from Auckland to Wellington. Owned by Kevin Aldridge, it comes complete with adjustable mezzanine floors – thanks Kevin.





Wellington – Rail’s Back

Our fantastic new Wellington facility complete with 2 x 95 metre signs on the roof and the welcome sight of rail wagons on the dock.



New Rail Equipment

Finally, new 48ft and 25ft rail wagons have arrived. These will be on the main route: Auckland – Palmerston North – Wellington – Christchurch. We will continue to increase the movement of freight by rail as new facilities are completed and extra rail services are introduced.

Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sept 2011	To March 2011	To Sept 2010	Branch	To Sept 2011	To March 2011	To Sept 2010
Chem Auckland	1892	1667	1900	Chem Auckland	6755	4670	4186
Whangarei	1318	571	650	Blenheim	3147	1800	1386
Rotorua	1068	1166	1017	Chem Christchurch	2255	1746	1696
Chem Christchurch	930	584	523	Palmerston North	1832	1267	1121
Mt Maunganui	892	551	475	Owens Auckland	1810	1401	1152
Dunedin	855	1009	1176	MF Hamilton	1568	1110	1175
Napier	799	697	624	DF Auckland	1529	1337	1568
New Plymouth	799	759	718	Mt Maunganui	1385	964	783
MF Hamilton	753	655	759	Owens Christchurch	1339	877	1024
Palmerston North	704	897	749	MF Auckland	1196	1060	968
Owens Auckland	676	607	440	Taupo	1178	1362	1359
MF Auckland	662	639	606	New Plymouth	1170	1083	930
Blenheim	617	505	448	Whangarei	1164	598	551
Total Company	612	576	559	Total Company	1155	1106	1123
MF Wellington	592	515	561	Rotorua	1136	1183	1009
MF Christchurch	574	444	436	DF Christchurch	1098	1320	1642
DF Auckland	486	652	651	Napier	914	1327	1502
Owens Christchurch	431	348	323	MF Christchurch	844	1102	1041
Invercargill	409	366	293	MF Wellington	826	1026	1254
Taupo	386	244	226	Nelson	802	713	883
Nelson	384	343	382	Invercargill	677	1108	961
DF Christchurch	348	445	509	Dunedin	668	846	1010

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.

You should be aware that annual bonuses are affected in the following way:

- + 1% For outwards claims, over 450 consignments per claim, and 1,500 inwards consignments per claim
- + 2% For outwards claims, over 550 consignments per claim, and 2,000 inwards consignments per claim
- 1% For outwards claims under 350 consignments per claim
- 1% For inwards claims under 1250 consignments per claim

New Zealand Logistics – Craig Evans

To the extended Mainfreight family, we wish to thank you for the support you provide our team members as they set off to make a valued contribution to this special business every day.

Much has been written about economic uncertainty and we expect this to continue for some time; however it's important to know that we Mainfreighters have our own interpretation of what needs to be done. Whilst we view the economic environment with continued caution, we mostly see a great opportunity to capture new business by demanding more of ourselves and widening the gap on our competitors. How you ask?

Simply by being the best we can be. By having a collective focus to look better than the others, remove errors, hustle unnecessary costs out, and implant extraordinary service values that the customer simply doesn't wish to be without.

It's not rocket science you say? For us no; for others it can be. You see, you need a great attitude to deliver most of these ingredients, and there it is ... the Mainfreight culture! Our measure is our growth and profit, our measure is the opportunities for individuals to grow and prosper, no-one else will do it for you but if you want it, it's all there for the taking! Many do, and as they prosper, the business prospers – as they go hand in hand.

So, thank you to the Team; the year so far has seen great improvement across all regions we operate in, and that's attributed to you. Next year will see us going to even greater heights, through necessity and by taking advantage of the opportunities out there.

We will be adding a new 11,000m² Auckland facility to our warehousing stable; specially designed to enable

us to compete in a market segment where we currently have limitations. Likewise we are exploring the option of bringing forward the development of a new warehouse in Christchurch in 2012.

We remain focused on bringing higher levels of sophistication into the business and utilising our technology better in our daily disciplines. The days of some preferring to use manual methods is going to end.

We expect to accelerate opportunities from our global family, as our service capabilities to our customers extend around the major markets of the world.

This year has really highlighted the maturity of our business, with many of our team having now been recognised with service achievements of 10 years or more; congratulations to those who have entered this long-service club. Most businesses would be envious of our record of retention of experience. It was that which won a World Cup recently in a particular sporting code in New Zealand, and it will win us ours as we grow around the world.

We urge all other businesses to remember that alone you will not prosper; engaging your wider family with respect and energy, no matter the demand, no matter where in the world they reside will guarantee success. Driving a car in first gear on the autobahn is not recommended, changing up is ... that's what will happen to your business when you positively engage the family.

I wish each and every Mainfreighter a wonderful Xmas and hope most of you have a well-deserved break in the near future.

"We are made wise not by the recollection of our past, but by the responsibility for our future."

- George Bernard Shaw



New Auckland Warehouse Site



Mainfreight International New Zealand – Ben Fitts

Team

As 2011 draws to a close it is important that we pause briefly to reflect on the year that has been and give some thought to the year ahead.

We again set ourselves an ambitious target of 25% growth in EDITDA over last year. At the end of October we are sitting at 20% EBITDA growth, which is a good achievement and with concentrated effort for continued sales growth and operational excellence, our 25% target is very achievable.

2011 has presented some significant challenges, notably the February earthquake in Christchurch. Despite some significant personal challenges the Christchurch teams have remained incredibly dedicated to their customers and to Mainfreight International and throughout this period have continued to produce outstanding results, thank you team.

This year has seen significant growth in our global network through the acquisition of Wim Bosman. We now have a Mainfreight Air and Ocean presence in six European countries. Our offering in the market has never been stronger and our sales teams must take advantage of this.

Through continued focus on our consolidated air and sea, import and export services we have seen solid growth in these areas and a number of new services have been added throughout the year. This is a focus for Mainfreight globally as we focus on the higher margins that this type of cargo provides.

We have seen good growth in the regional branches with all new branches now regularly contributing positive profits to our weekly results; there remains a huge amount of opportunity in these areas.

Our larger branches have also achieved good growth this year though strong sales results backed

up by sound operational teams. We must carry this momentum into 2012.

2012 promises to bring plenty of opportunity for Mainfreight International. To capitalise on this we must remain focussed on:

- Delighting our customers with great service
- Building our consolidated service offering (air and sea, import and export) – we aim to dominate this market
- Sales activity and growth through new business gains
- Being Easy to Deal With; don't underestimate how powerful this is
- Great communication, externally with our customers and internally through regular PAT meetings
- Operational excellence and data integrity
- Working as a team and sharing the load

Bring it on!

Elaine Wong

Branch Manager – International, Christchurch Seafreight

Elaine has recently been appointed to the position of Mainfreight International Christchurch Seafreight Branch Manager. She has been with Mainfreight International Christchurch for over 11 years, originally starting as a temp for three weeks! Elaine enjoyed the team environment at Mainfreight so much that it was hard for her to refuse the full-time position that was offered to her. When Elaine first started there was a team of four, over the years this branch has steadily prospered and grown and there is now a great team of 13.

Elaine has learnt a lot from her predecessors, and looks forward to putting this wealth of knowledge into action.

Elaine Wong, Christchurch

Jason McFadden

Branch Manager – International, Christchurch Airfreight

Jason has recently been appointed to the role of Mainfreight International Christchurch Airfreight Branch Manager. Jason started with Owens Coolair back in May 2002 when there was just a team of three in the office and two in the store. Almost 10 years on and there are now six in the office and three in the store. Hamish Robertson and Nathan Thomas have built the branch to where it is now and with Nathan's departure to Mainfreight International Los Angeles the wheel has been passed on to Jason.

The challenge of airfreight has always held high appeal for Jason, despite the 24/7 nature of the Perishable side of the business! The Christchurch airfreight team shares the workload well and continues to use initiative with limited flight services in and out of Christchurch.

Jason McFadden, Christchurch



CaroTrans Birthday Team

Lucio Di Bello, Steve Hendry, Erika Todi, Claire Patterson, Will Young, Lisa Bardon, Bruce Fruean, Cameron Couper, Julien Schnorr, Josh Chellatamby

CaroTrans New Zealand - Celebrations for our 3rd Birthday!

With cake, smiles and a desire to be New Zealand's forwarders' choice, CaroTrans New Zealand delayed the celebration of their third birthday until the 4th of July - giving us two reasons to celebrate!

Napier

Mainfreight International Napier recently assisted with a move of timber processing equipment from Germany. Our role was to co-ordinate the delivery of 50 x 40ft containers and two large break-bulk units from port to door, and meeting the service requirements of both the shipper and importer. With the help of John MacKay and the Mainfreight Transport Napier team, once again Mainfreight came through with flying colours, providing a time efficient, quality service.



Loading of the timber processing units in Germany which weigh 35 tonne

Christchurch Seafreight

The Christchurch Seafreight team showing their support for the All Blacks during the World Cup

L-R: Jennifer Bayly, Sonia Taylor, Megan Lockie, Doreen Delahunty, Elaine Wong, Kevin Crickett, Kingsley McDonald, Linda Blain, Karla Flanagan, Jacinda Baynes



The Christchurch Seafreight team entered in the Annual Mud Sweat and Tears on 3 July 2011. We had team members doing both the 5km and the 10km circuit in sub-zero temperatures. Everyone did really well with their final times. It was a great Team effort. Weather was definitely better this year than last year ... we challenge all the Mainfreight Team to join us for next year's event.

Christchurch Airfreight

Christchurch faced another natural challenge in July but this time thankfully it was snow and not earthquakes! So what better thing to do with 15-25cm of snow than build snowmen along with every other family in Canterbury!



Back Row L-R: Sara Kerr, Jeremy Robb, Chris Flanagan, Ben Fitts, Megan Lockie, Elaine Wong Front Row L-R: Stephanie Fitts, Jennifer Bayly, Jacinda Baynes, Rachel Robertson



Newton Family



McFadden Family



Thomas Family

For us it was more of a "beat your neighbours" but the team couldn't help but compare when everyone was back to work and normality. The Thomas, Newton and McFadden families all put forward some strong entries but size does count so clearly the Thomas clan took the win. The bar is now set very high for the next snowfall!

Unfortunately, along with the snow came several days of disruption for traffic to and from the airport and most flights were cancelled or diverted. All customers from out of

town were very understanding and co-operative which made it possible for the team to work from home.

Team, as we head towards the end of the year there are signs of challenging times ahead with economic strife in Europe and around the world. This is a reminder that we must keep focussed on doing more with less, we simply can't allow fat into our business.

Thank you for your efforts and contributions this year, you have worked hard and achieved good

results. Our challenge is to continue this growth and this will come through great service and entrepreneurial solutions for our customers.

Best wishes to all the Mainfreight team everywhere for a safe and happy holiday season!



OWENS

Owens Transport New Zealand – Kevin Babbington

We have seen excellent improvements in margin and profit since the start of the financial year particularly in Auckland, Christchurch and Tankers. The continuing efforts by all the teams to do more with less and squeeze out every last opportunity for better margins has been fantastic, and will hold us in good stead for what maybe on the horizon in regards to the troubles in the European economy.

Auckland

We have faced many changes over the last nine months within our Owens family and we still have more to come. Increased volume in all our branches means increased costs in team numbers and equipment. The challenge for us is to keep our fingers on the pulse,

question all invoices coming in and question every dollar going out and most of all remember the lessons learnt in 2008/2009.

Owens Auckland is continuing to perform in what is still a very tough economic climate, the new sales team have bonded well which directly relates to the business gains we see coming through each week. The core of the team is still very much unchanged and it's this consistency that drives the branch forward, along with very strong leadership from Mitch Gregor which will ensure continued strong and sustainable weekly profits.

Christchurch

Our Christchurch branch has also seen many changes in the senior team in the last few months. This

has seen us rebuilding from the ground up and since May we have seen a definite change and lift in the performance of the team and a steady rise in profits. Owen Donald's strong operational background has been the constant driver for this turnaround, by being non-negotiable in the use of our depot systems and not accepting anything but excellence.

It was also very pleasing for the team to finally after two years have their kitchen back up and running. I can tell you the quality of food and the service from Cindy is second to none!

The entire operation has also had a makeover courtesy of our mate Larry Coulter, the resident Mainfreight painter.

Andrew Tautari's new Scania – the latest and greatest





Owens Christchurch – before and after the snowfall



Cindy Aitchison serving up taste sensations from her new kitchen

The new office layout provides great space & efficiencies

Thanks Larry for your weeks of hard work (and the musical entertainment which was most appreciated). The new layout in the upstairs office also makes for a more open and interactive team environment, so well done team.

Christchurch Special Projects

James Price and his Special Projects team have recently moved several challenging pieces of equipment.

Earlier this year we took on the project of helping Coupland's move a complete bread oven, slicing and bagging line from Christchurch to Hamilton. The oven sections were 3.5m wide and required piloting. In total there were 13 loads of equipment which were moved over a three-month period.

Coupland's were pleased with how easy we made it for them, so that they could concentrate on installing the equipment once it arrived, rather than worrying about where the next truck was coming from.



We have also been moving fibreglass swimming pools to some interesting places this year! The longest journey undertaken would have to be an 8.5 x 4.4m pool that was transported from Christchurch through to Waipukerau. Two pilots were required for the trip, as you take up a lot (if not all) of the road and it makes for a reasonably slow trip. The other pool of interest was a lot smaller at 5.5 x 3.5m, but involved getting the pool up a very narrow and windy forestry road to the site, on the side of a hill overlooking Golden Bay and then lifting it into place.

We have recently moved the second transformer and cooling tower into the new Orion Sub Station in New Brighton which was set up to replace a damaged Substation. The transformer was 32 ton, 3.6m wide and 5.2m high (on the road) and the cooling tower was 5.4m high on the road. These loads required permits, pilots and a Power board escort for the Cooling Tower. These were slow trips from one side of town to the other negotiating around trees and under overhead power and phone wires,



but they went smoothly with the help of the very experienced driver Brian Heney behind the wheel of the transporter!

Things to do better in 2012

- Continue to look for opportunities no matter how they are dressed – “Ready Fire Aim!”
- Be easy to deal with especially with our brothers and sisters.
- Never accept mediocrity in your branch especially with our depot systems.

Finally, Merry Christmas and a Happy New Year to you and yours, we look forward to next year, achieving our goals set in 2011, improving our performance and profitability, to make a better life for all of us.



Australia



Australia Group Manager's Comment – Rodd Morgan

Team

Welcome to the Christmas edition of the team's board report where we aim to keep everyone informed about what we have been doing to grow and improve our business across Australia (and the world).

We probably say it every time we sit down to write our report but we have again had a challenging but exciting calendar year.

Our Australian financial performance for the first half of our financial year (ie April to September) has recently been released. These results have seen us improve our profit by more than 71 percent compared to last year and our revenue has grown by over AU\$13 million.

Importantly, we have also improved our margins in each of our four businesses, which is great but we have much more to do to continue this improvement and to ensure we accelerate the profit and growth momentum we are starting to build.

These results have been achieved in an economic environment that continues to be a little uncertain particularly as events in Europe unfold. We are though, fortunate to be operating in one of the best performing economies in the world despite the mystifying efforts of our current federal government who continue to set policy that is unhelpful for business.

We are pleased to report that we currently have a strong level of prospective new customers in the pipeline, particularly in our International business, which should see us maintain our momentum well into next year.

Our continued growth and vitality is only possible if the performance of each member of our team is better than those of our competitors. This fact has always been a reality and will continue to be so. The momentum we have created so far proves that we have a great team that is both well skilled and highly dedicated.

One of the things that we would like to remind all of our team of is that although each of our businesses operates in a slightly different area of the supply chain, we are very

definitely part of exactly the same team. Along with the superior performance of our people, it is our ability to act cohesively and ensure we maximise every last opportunity and support that flows from acting as one Mainfreight, which will determine our success.

We would like to take a moment to welcome to the Australian business two outstanding and long-term Mainfreight team members. Firstly, Bryan Curtis (BJ) joined us from New Zealand as National Manager of Mainfreight Transport after a brief 30 years with the business, so far that has also included a previous stint in Australia from 1989 when we first got cracking in Australia. BJ's tremendous pace and energy has been great for the team and he is hell bent on ensuring that we develop our service quality to levels our competitors can only dream of. His desire to fully embrace the magnificent Aussie lifestyle and customs is a credit to him (we are sure a few of his Kiwi mates would like to know that he has a framed Australian flag on his desk now and belts out a thumping rendition of Advance Australia Fair every morning).

René van Houtum has also recently moved down to Australia as National Manager Mainfreight Logistics after 17 years with our Wim Bosman business based mainly in the Netherlands. René has already had a big impact on the team and he too is driving hard to grow the Logistics business and build us to be the best presented, world class business that we know we will be.

By the time our report is printed, René will have (hopefully) completed the gruelling Mt Everest marathon in Nepal that he has been training hard for – we trust he successfully completed the 42.2 kilometers and has safely returned to us for Christmas! He is not yet singing our anthem as well as BJ yet but he does prefer Aussie rules to rugby!

We also wanted to let our team and shareholders know about some landmark property developments that we are likely to have well under way by early next year. In no particular order:

1. We have bought our Adelaide site and will refurbish it beginning next year.
2. We have secured over five hectares of prime land in Brisbane's South and will look to start construction early next year of two massive buildings for our transport and logistics teams.
3. We are close to securing ten hectares of land in Melbourne in a great location and will look to start construction within three years.

These are all very significant and vital investments in our business and are driven by a desire to ensure we are able to provide the very best facilities for our team so we have the opportunity to produce the best and most efficient standards of service in Australia. It also reflects our deep belief in our long term growth prospects.

Five Things to Do Better in 2012

- Realise the strength we have from acting as One Mainfreight.
- Encourage team members to transfer and work in other parts of the business.
- Improve our ability to win large supply chain customers.
- Be vigilant in identifying and removing any risks from our business that may threaten the safety of our team.
- Be much better at achieving the highest possible standards of presentation of our business in terms of our facilities, vehicles and ourselves.

If you are having a break at Christmas then please have a great, safe time with your friends and family and head in to the New Year with tremendous optimism.

Thank you to each member of our team for another strong year in which our wonderful business took great strides forward.

Mainfreight Transport Australia - Bryan Curtis

On behalf of the Mainfreight Australia team, may we offer our sincere condolences to the family of our brother, Stephen Palfrey, who died tragically in an accident at our freight depot in Invercargill, New Zealand in early November. Our thoughts are with you.

Our financial performance for the first six months of the 2012 financial year (April 2011 to September 2011) against the prior year has been impressive with an improvement of 77% in pre-tax profit. This has only been achieved through the hard work of the whole team over a number of years to lift our quality from mediocre to where we are today, allowing us to constantly review our rates in the marketplace to ensure we protect our margins.

This increased profit allows us to be able to invest heavily in our facilities, as you will have read in Rodd Morgan's report, as well as get on the front foot by reviewing and increasing the rates paid to our very important Owner Drivers (Linehaul and Local) as well as our agents.

However, we must ensure that we don't rest on our laurels and, as we have seen in recent weeks, let the quality of service we are giving our customer slip.

Our July 2011 newsletter discussed our intended focus for the six months on depot systems, linehaul departure/ arrival times, world's best customer service and, last but not least, housekeeping.

Whilst we still have much to do in improving these most vital components of our business we have taken real steps forward in some areas to improve our performance but have gone backwards in others:

- Depot Systems – some improvement but still a way to go in most branches. Depot Systems are a discipline, and as such, needs military-like adherence to its principles to be successful. Often we are running at 50% hence we are still not getting the real benefit of a superb system. Score to date - 5/10.
- Linehaul Departure/Arrival – with the demise of a number of linehaul operators in recent months and the increased volume from our existing customers and new customers, we have struggled to maintain the excellent performance we were achieving earlier in the year. Alternative linehaul modes such as rail are being looked at to help alleviate this chronic problem. This remains a priority for all branches and will be major focus for all of us in the New Year. So much depends on our collective ability to substantially improve our performance. Score to date - 5/10
- Customer service – again we have seen a major improvement in this area with the addition of new team members, where required, to ensure that we have the resources to meet the customers' needs. However, as mentioned in the last newsletter, improvement in depot systems and linehaul arrival times will give us the biggest improvement. Score to date - 6/10
- Housekeeping – we have made good progress with a substantial increase in the number of vehicles in Mainfreight livery nationally. This adds immediate brand recognition in areas where we are almost unknown. We do however need more work on the presentation of our depots, teams and owner drivers. Score to date - 6/10

One of the issues hindering us, and often the major cause of customer frustration, is lost or missing freight – largely due to inadequate packaging and/or labelling by the sender. At the time of writing Sydney, Melbourne and Brisbane are taking the big step to make a real difference in the quality of service that we supply our customers by ensuring that we label ALL inadequately addressed freight with FREMAN labels at the time of unloading the freight on the dock or in the depot. This will include customers who use FREMAN but who however use their own in-house labels which are not up to the quality of information provided on a FREMAN label. We will roll this out to all our branches as soon as possible and hope to have close to 100% of every piece of freight that moves through our system correctly labelled by the beginning of December 2011.

Combined with the above is the push to improve the percentage of consignment note information received from our customers electronically from 76% to 90%. This means encouraging our customers to use FREMAN or FREMANWEB and move away from manual consignment notes, particularly those who use pre-printed notes.

This will improve our pick up, linehaul and delivery planning and therefore the level of service we provide our customers.

Once both of these are achieved we have the very real possibility of moving to scanning the individual bar code labels on each individual item we handle – allowing us to trace each piece of freight in real time, from pick up through to final delivery and match the capability of our competitors.

Things to Do Better in 2012

- Communicate better through more PAT meetings - particularly our Owner Drivers.
- Ensure that Health and Safety is treated with all the seriousness it deserves.
- Look after our brothers and sisters – don't rip your family off.
- Pick up the phone rather than create another OnIssue when dealing with your brothers and sisters.
- Take personal ownership of a customer's problem – you own it.
- Don't be afraid to make mistakes – just not the same ones twice.

Thank you for your efforts in the last six months, it is very much appreciated. Together we are in the process of building something very special that lasts for 100 years.

Lastly, enjoy the Christmas break with your family and friends and come back refreshed for the New Year which will, no doubt, present us with a myriad of new challenges and more importantly – opportunities.

New Branch – Albury, NSW

We commenced operations in Albury on 1 September 2011. Steve Beaumont and his team of six worked together in a separate business up until 31 August and consequently opened the Mainfreight operation the next day and have embraced our culture from day one.



The new Albury depot



Albury Team

Back row L-R: Steve Beaumont, Jo Esler, Cassandra Thacker, Andy Mayne, Vince Harris, Jarryd Clay
Sitting down in front: Kev Wood, Troy Harris, Stephen Wood and Billie the dog

Chemcouriers Brisbane

Shona Taylor opened our third Chemcouriers Australia branch, in Brisbane on 4 July. Pictured is Chemcouriers Owner Driver, Dave Barrett, with our very first and valuable customer in Brisbane.



Mainfreight Logistics Australia - René Van Houtum

A Personal Introduction

I'm writing this newsletter five weeks after my arrival in Australia to take up my new role as National Manager Logistics in Australia. I have travelled around during these weeks to get acquainted with all the team members and our branches in Australia. And I'd like to thank all the team members for the warm welcome!

For those team members I have not met personally until now, I'd like to take the opportunity to introduce myself briefly. Until the end of September of this year I lived in The Netherlands and the last 17 years I have worked for Wim Bosman, the European company that recently joined the Mainfreight Group! I started in 1994 as a management trainee and I have had several roles, mainly within Wim Bosman Logistics (warehousing) and a few years within Wim Bosman Forwarding (European Distribution). I have had roles in sales, but most of the time I was involved in operations. Before I left Europe, I was responsible for our Ostend warehouse (Belgium), an 80,000 m² facility with 160 team members. I'm 41 years old and I'm currently living in Melbourne, a vivid town with fantastic entertainment!

During my "acquaintance travels" through Australia, I have met many passionate, devoted team members! Already after this short period I feel I'm a part of the solid family that is Mainfreight, which further underlines the "Special People, Special Company" philosophy. For the upcoming period we jointly are faced with some interesting challenges within the Australian Logistics division:

- Increase the number of graduates in our business in order to deal with the future growth;
- Remain focused on quality! Remember one of Mainfreight's unshakeable beliefs: "the only way to keep ahead of the competition is by the superior performance of our team members";
- Introduce systems to measure the productivity of our warehouse activities;
- And in connection with this topic: increase flexibility to deal with the heavy fluctuations of the workload;

- Introduce Continuous Improvement Programs to our customers to continuously improve our warehouse operations with regard to quality and productivity and at the end, to continuously improve our customers' supply chain.

The goal is simply to delight our customers every day and not to give them any reason to even think about a different logistics supplier! In addition to that, we have to focus on selling our business, to increase our market share and deliver growth. Key to this is keeping our warehouses in an excellent condition.

We must be aware that the use of tools such as our warehouse management system (MIMS) and the PAT meetings are important instruments to achieve our goals. By jointly attacking the abovementioned challenges, we will be able to realise a healthy margin in our business.

Thank you all for your dedication and we wish you all fantastic Christmas days and all the best for 2012.

For me personally, celebrating Christmas in Australia will be a unique experience, not having snow and freezing weather but probably a 35 degrees hot summer day. No need to wear a Santa Claus Hat during these days!

I'm looking forward to further working with you in 2012, and realising the best-in-class Logistics operation in Australia!

PS: in the next Newsletter I will tell you more about my trip to Nepal, where I'm participating in the Everest Marathon on December 2nd of this year!

Michelle, Brad, Aladin, Nives, Di & René at the Melbourne Cup, November 1st 2011





*Ray Burgess and Vivienne Harris
15 and 10 year legends!!*

Maria Sutton dominating the City to Surf!

Prestons (Sydney)

Prestons Logistics has a customer profile that sees some customers generate 60-70% of their annual revenue during the last three months of the year. It is a true test of resolve and it is good to have so many team members committed to getting the job done! With 125 containers in a week, the team has experienced a record week of inward product into the branch already and the trend continues.

Recently, special service achievements by two team members were marked: Ray Burgess celebrated 15 years with the group and Vivienne Harris has reached the 10 year mark. It is great to see tenures such as this, as the experience is hard to put a value on and we hope to celebrate more of them in the near future!

The annual City to Surf Run saw a number of team members show up for the 14km run from the CBD to Bondi Beach. Hopefully, the number of team members in this event grows next year! The annual touch tournament also looms close which is a great source of competition and bonding for the Sydney branches. The Logistics branch currently holds the mug but there is strong competition expected this year.

Somerton (Melbourne)

Somerton Branch has had an exciting year to date with plenty happening across the customer base. The team can be very proud, being able to maintain the warehouse service levels to date.

We have recently had a very unique and exciting customer join the profile at Somerton. This customer develops advanced therapy options for treatment of heart disease. A purpose-built room was set up where the product is stored at a regulated temperature.



The temperature-controlled room at Somerton

Sydney Road (Melbourne)

The Sydney Road warehouse at Somerton has recently fitted up an area for the Training Centre, taking over from the Somerton Park Drive warehouse. Mainfreight team members are trained here with the aim of getting everyone up to the right level of knowledge and to ensure that quality in the operations is maintained!

The warehouse is now fully utilised with radio frequency (RF) technology encompassing pick, pack stock counts and transfers.

Furthermore, the facility has welcomed a couple of new customers, including a new insulation customer that shows the adaptability of the storage facilities to new products!

Hemmant (Brisbane)

Brisbane Logistics has been fortunate to acquire several new customers. This has added new operational pressures which the team is thriving on. The increased volumes of one of our largest clients have also enabled us to lease another 2,500m² facility down the road from Hemmant, to cope with the peak season volumes.

A special welcome to the three new team members who have recently joined the Hemmant team: Daniel Mullins, Timothy Craig and Barry Keleher. They all felt part of the Mainfreight family after experiencing our recent Melbourne Cup sweepstake and lunch (even though most of our horses are still running!!)



Barcodes, used for the RF technology



New insulation products customer



The Hemmant Team

L-R: Paul Fraser, Fiona Trebilcock, Tracey Young, Christine Meekings, Danielle Prodger, Barry Keleher, Dereck Webster, Daniel Mullins, Timothy Craig, Gordon Hay, Steve Jones and Eric Taylor



Team day at Paul's house for the All Blacks vs Wallabies Rugby World Cup match.

L-R: Paul Fraser, Steve Jones, Tim Crag

Adelaide

The Adelaide branch has been inundated recently with oversized items such as outdoor furniture which has been a challenge to handle and move round effectively. There were some busy times, and the help that Logistics receives from the team over at Transport is highly appreciated!

A new service that we are now able to offer to our wine customers is a temperature controlled environment for higher-valued stock. This has only recently arrived and for sure the room will have to be locked during the long Adelaide summer to stop people trying to escape from the heat!!

Leading up to June this year Mason only did four things for quite a few months: work, eat, sleep and train – with the culmination of this being the Challenge Cairns Ironman race in early June, which involved a 3.8km swim, 180km bike ride and 42km run marathon. He managed to achieve his goals of:

- Not dying
- Finishing
- Doing it in a specific time.



2 TEU's being unloaded simultaneously



Challenging freight!



Temperature control adds value to our wine customers



Mason's Iron Man, congratulations Mason with this excellent performance!



Perth

Perth has set some real challenges that the whole team is working on with a lot of passion:

- Exceed the 2011/2012 profit target
- Continue investigating new ways to make and save money
- Strengthen customer relationships even further
- Focus on building team morale
- Continue to drive the pallet deficit into positive figures.

The focus of the team on quality, profit building and morale has continued "onward and upwards".

The Western Australia Summer triathlon Series kicks off in

Representing team members this year are L-R: Malcolm Papa; Ami Bennett; Dean Williams; Chantelle Meecham (Susie's daughter); Susie Meecham and Jesse Gray-Morga



Mainfreight International Australia – Steve Thorogood

The world we live in is such a fast paced and dynamic one these days, it is important at Christmas time that we take a breath and reflect on the past 12 months and the challenges and opportunities we have all faced in both our personal and working lives.

As Steve McQueen said in the movie Papillon, “I’m still here ...” and yes, so are we and so is our business – going from strength to strength. As the world around us continues to reflect on the negatives, we stay focussed and positive about the opportunities available to us. We have just scratched the surface as far as gaining new customers and increasing our share of the global market.

At a personal level there are also many opportunities that present themselves regularly for our team members to grow within the Mainfreight family. Jessica Rankin took one such opportunity recently moving from Melbourne to Adelaide to take up the Operations Manager role. Jessica is enjoying the chance to develop her knowledge and skills through taking on these new challenges.

Everyone has goals whether they are personal or professional.



“Turn on the power” – Perishable Sydney

Whatever those goals are they require hard work, dedication, sacrifice at times and a proactive, positive attitude. Those attributes will enable you to see opportunities and succeed in both your personal home life and your working life with Mainfreight.

In Australia we have seen the “two speed economy” still having an effect, but for us it is all about getting greater sales growth and market share in both our CaroTrans

and Mainfreight International brands and ensuring we are offering the best service “bar none” and an easy to deal with attitude.

Our Perishable handling facility in our Banksmeadow Sydney operation has been built and we are just awaiting completion of the new electrical substation to power the site. This will complement our Melbourne Perishables operation and continue our growth in this market in Australia. We welcome Lisa Harrison who joins our family in December to drive this for us in Sydney.

Our good growth in Asia is allowing us to continue the exciting expansion of our operations in this region of prolific opportunity. Ogi Vuksanovic, our Adelaide Branch Manager recently completed a sales visit (after not being to Asia for a few years) and below is an extract of his comments:

Well I’ve been back in the saddle for a week now and I tell you what, after a whirlwind visit to Asia, it takes an effort to get used to the pace here.



Jessica Rankin,
Adelaide

It was very encouraging to feel the passion and excitement in the offices I visited. I know I'm not telling you anything new, but boy do we have some quality individuals in our Team. We really do and I feel we are geared up to take our business to some pretty amazing frontiers. I have come to a conclusion that:

It's not a question of whether Mainfreight is ready for Asia, the real question is whether Asia is ready for Mainfreight! Look out world here we come!

We have recently handled a couple of interesting freight tasks.

The first was relocating two large green turtles to Queensland.

The second involved a 3500m³ (200 tonne) piece of equipment called a linkspan which is basically a floating ramp which was moved into Gladstone, North Queensland. This will allow the discharge / loading of cargo onto Curtis Island. Gladstone will eventually have 4 multibillion dollar LNG plants operating on Curtis Island.

Our message to the team is to continue to support, respect and assist one another – to ensure we are one team working together with a common cause of providing our customers with the best of service.

We can continue to develop and achieve as long as we have ongoing quality improvement, flexibility and consistency in our offering to our customers.

To the Australian CaroTrans and Mainfreight International teams, thank you to all of you for the exceptional performance you deliver.

We wish all our Mainfreight global team members and your families a very Merry Christmas and a safe, relaxing and enjoyable 2012.



*After a day out selling, our Hong Kong team and Ogi having some fun
L-R: Elton Poon, Cary Chung, Pearl Szeto, Ogi Vuksanovic, Jerry Chan, Gary Lau*



Mainfreight delivers Turtle safely to Queensland



Linkspan being manoeuvred, Curtis Island, Gladstone, North Queensland

OWENS

Owens Transport Australia – Cameron Clode

Hi from Western Australia!! In an exciting expansion of our business we now stretch to the other side of Australia and have arrived in Perth. In keeping with our expansion plans, we are also taking on Townsville in far North Queensland.

Our financial results continue to improve in all branches. Our Brisbane team continues to deliver solid profits, whilst our Melbourne branch has doubled revenue over the past twelve months. Our Sydney teams are merging into one open-plan office that will see some significant synergies to improve our customer service and profitability.

Our Perth operations commenced at the beginning of September with two prime movers and two swing lifts. Sandra Ali, a Mainfreight graduate, has been promoted to Branch Manager in Perth. Sandra brings a wealth of experience following three years working in all aspects of our businesses in Brisbane. Most recently Sandra was part of the training team in Melbourne.



L-R: Lewis Morrissey, Nigel Hollingsworth, Tony Naumoff, Samantha Cream, Raquel Di Maggio, Val Jeisman, Bronwyn Wassell, Sandra Ali, Nev Reeves, Pauline Poi, Derek James

Our brand has been well received in Perth and work has commenced (or is about to commence) with many large freight forwarders. We are recruiting additional operational team members to support our immediate growth

and will significantly increase our branded prime movers before the end of this financial year.



Bronwyn Wassell, Projects Manager, Mainfreight International in one of the Owens' rigs

Project work in Western Australia presents good opportunities for growth. One of our immediate priorities is to locate a suitable site closer to the Port of Fremantle to take advantage of the economically strong break bulk and mining sector and enable us to provide a greater range of value-add services.

We are also now pleased to advise that we have an Owens-branded owner driver and swing lift operating in Townsville. This will be used to assist our brand recognition and relationship building within the break bulk mining sector. Adelaide will be the next frontier for us to enter, whilst other areas such as Gladstone and Mackay in Queensland and Newcastle in New South Wales are also being investigated.

Our Sydney branch has undergone a make-over and our depot and transport teams are now located in the one open-plan office. This will enable a more seamless experience for our customers and will enable our team to better communicate and share resources. Our Sydney branch has seen successful growth with our first sales graduate, Josepine Kimberley, coming on board. This success will see us growing our number of graduates in all of our other branches across the country.

Our Brisbane branch once again participated in the Brisbane Convoy for Kids. We won the largest fleet award and came second in the best presented fleet category. Well done to all team members who participated in this great event. Our trucks looked truly fantastic.

Our Melbourne branch has nearly doubled in size in its first twelve months of operation from our new site at Laverton. The support from our International business has been the biggest contributor to our



Paul McCracken, Brian Doyle, Donna Abbot, Karyn Seed, David Lewandowski, Craig Connors, Steve Butler, Mark Doyle, John Rawling, Nathan Preval, Michael Hilton

expansion. We would like to thank all International branches for their continued support of our business.

We are striving to improve our customer service and communication through cross-training between our brands, improved IT infrastructure linking our systems with our customers and improved communication with

the ability for our customers to receive real, live data that clearly differentiates ourselves from our competitors.

Our team is dedicated to further developing and improving our relationships with our other brands. We invite all team members to visit one of our branches and ask lots of questions to get a better understanding of what our capabilities are in Australia. We also ask that our brothers open their doors and invite our team to be part of their business, so we can better understand our business. We are ready and waiting for you all to have a taste of the wharf transport business in Australia and look forward to seeing you in our branches.

As always we wish everyone a safe and Merry Christmas. Hopefully many of you will be able to take a well-earned break once we get through this very busy part of the year.

Have a great 2011 and an even better 2012 from all of us!!!!



United States



Mainfreight USA – John Hepworth

Mainfreight USA Splits its business into Domestic and International

We are pleased to announce that Mainfreight USA has split into two business units, to allow more focus on our International and Domestic products. This will allow us to create specialists not generalists. With the acquisition of Wim Bosman we now have a real drive in developing the two major trade lanes in the world, being Asia-USA-Asia and USA-Europe-USA. With Mainfreight USA now consistently in profit it is about growth and plenty of it. To gain the momentum expected we need to align our business with the remainder of the Group to ensure we are working as one team.

International will be headed up by Tom Donahue – VP of International.

Domestic will be headed up by Barry McLemore – VP of Domestic.

This is an exciting time for us as we continue to drive our USA business toward our target domestically to be a carrier not a freight forwarder. Our new branch managers have many challenges ahead and are committed to making Mainfreight USA a sales and customer service friendly business.

We are well on the way to achieving our first goal and that is to get our business profitable for this financial year. Well done team, and with your hard work we should achieve our target for this year. Let's keep our focus and not allow the split of our business to distract us. We need to remember our 6 point strategy:



Tom Donahue



Barry McLemore

Commitments for 2011/12 – our 6 point strategy

- Profitability – we must deliver the target we committed to
- Trade Specific Selling
- Confidence
- Continuous Improvement
- Everyday Freight
- Margin Improvement

We have what it takes!!!

From the Mainfreight USA team we wish everyone in the Mainfreight family a very Merry Christmas & Happy New Year!!

Graduates Growing Quickly in USA

We are very excited about our Graduate program in the USA. Since launching just over two years ago we have 24 graduates in the system. We bring them into our Training Centre every year from around the country. Martin Devereux, our Group HR and Training Manager, puts them through a 3-days course. The team is broken up into 1st year and 2nd year graduates and trained on a variety of programs. The 2nd year grads help mentor the 1st year grads and give them experiences they have encountered since joining the program.



It is our goal in MF USA to have 20% of our work force in USA as graduates by March 2014.

Left to right Back row:

Zack Shepherd – CMH, Cory Johnson – OMA, Andrew Meeson – LAX, Steven Long – IAH, Dan Bricker – CMH, Martin Devereux

Middle rows:

Byron Franks – LAX, Erika Sandler – BDL, Jake Thielen – AUS, Michael Rosenbrock – CLT, Eduardo Rivera – MIA, Maria Ortiz – NSC, Kelly Lavoie – AUS, Alin Arsenov – LAX, Nate Goodman – ORD

Front row:

Chris Walls – DFW, Harsh Dharamshi – LAX, Charles Ruddell – EWR, Michael Baldus – ORD, Matt Friedman – LAX



Welcome to the New Mainfreight Automotive Branch!

In late 2009, a car company by the name of Kiwi Shipping moved their way into Mainfreight USA's heart and made their home at the Los Angeles branch. Since then, this "little company that could" pumped container after container filled with exotic autos, boats, jets skis and parts to all cities in New Zealand and Australia; very quickly Kiwi Shipping became a well known little gem throughout the Mainfreight family and all its followers.

Two years have now passed and Kiwi Shipping/Mainfreight has grown, so much so that it has allowed us to expand into an entirely separate, exclusive and new state-of-the-art car loading facility. This new warehouse is an 80,000 square foot facility set up entirely to handle the loading of all sorts of cars, motorbikes, boats, motor homes and everything else in between. We are now housed at the new Mainfreight Automotive building along with two other similar Auto Export customers; Montana Exports and Direct Express. Keeping the family vibe strong, this very impressive new facility is only just around the corner from the Mainfreight LAX branch and holds an unbelievable fleet of cars, boats, motorcycles, jet skis, trailers and auto parts that has to be seen to be believed; we even have a helicopter stored on site ready to be shipped to New Zealand.

While in the past Kiwi Shipping has focused on the New Zealand and

Australian market things are changing and the areas Mainfreight now services is growing fast. Our new inhouse customer Direct Express offers ocean exports to all parts of Europe while Montana Exports mainly focuses on being specialists to their native home-land of Australia. Between Direct Express, Montana Exports and Mainfreight we will be loading close to 100 x 40ft containers monthly to all parts of the world and our ability to load many more is immense given this new facility. Not only do we load standard containers either, we are also specialists in Flat-racks, break bulk and Ro-Ro services around the world.

The challenges that arise with any request to ship to any location in the world are always met with an open mind and executed with a smile by our specialist team here at the new Mainfreight Automotive facility. Shipping a \$250K Bugatti Veyron to The United Arab Emirates is not a rarity and as such a day in the life for the Mainfreight team is always interesting and exciting. With the crew making their new home away from home on the 303 block of Artesia Blvd in beautiful Southern California, we hope that when you are in the area that you make some time to come and visit, check out our fleet of toys, and spend some time with your Mainfreight Automotive family.



East Coast Gets Involved in Moving Cars

Recently our team based in New Jersey has seen an increase in vehicles passing through the terminal both inbound and out with the odd boat chucked in for good measure. A recent inbound shipment arranged via our San Francisco team saw 9 Tesla sports cars come in over three containers. These electric vehicles are very sporty looking and can do an impressive 0-60 miles per hour in 3.7 seconds and can be all yours for around 100k US each depending on the model you choose. Have also seen a great looking Cobra heading to France (*the country that didn't win the rugby world cup*) along with boats to Australia (*the other country that was even further away from winning the world cup*) and some great looking pick-up trucks bound for New Zealand (*the country that obviously did win the World Cup CONVINCINGLY and looked great doing so!*)



It's great to see these vehicles coming through although they can be a challenge to load. We are certainly a long way from our team in Los Angeles when it comes to car

handling but is just one more area that we are getting involved in being prepared to do anything that gives us a return.

Building Relationships within the Business Community

The Detroit Team attended the Southern Wayne County Regional Chamber of Commerce "After Business Hours" networking expo on Thursday October 27, 2011.

This event is the largest of the year and provides new possibilities for prospective clients. We received very good inquiries regarding

Mainfreight's Ocean services, Perishable Services, and Truck Services.



L-R: Mindy Naumann, Ed Richardson, Colleen Hicks, Sandra Alviani

Was that Superman in Atlanta needing to help with the AFFES deliveries?

In a time when you think “Superheroes” no longer exist, Mainfreight Atlanta has proof there are still heroes among us. During a recent AAFES (Army Air force Exchange Service) peak season distribution project, our own “Mainfreight Blue Man” shows up to help save the day. AAFES is the “Wal-Mart” for the Army and Airforce and we are currently handling over 800 shipments per week in ATL for the holiday season rush.

Our sincere thanks to Eduardo Rivera from Miami, Bob Andrews from NSC - Greensboro, and Daniel Mulligan from Portland for their long hours and dedication to help a sister station in its time of need. All three individuals have based themselves in Atlanta until the end of December. They have become part of the Mainfreight Atlanta family for two weeks working 12-15 hours a day, with enthusiasm, an amazing positive attitude, and pride.

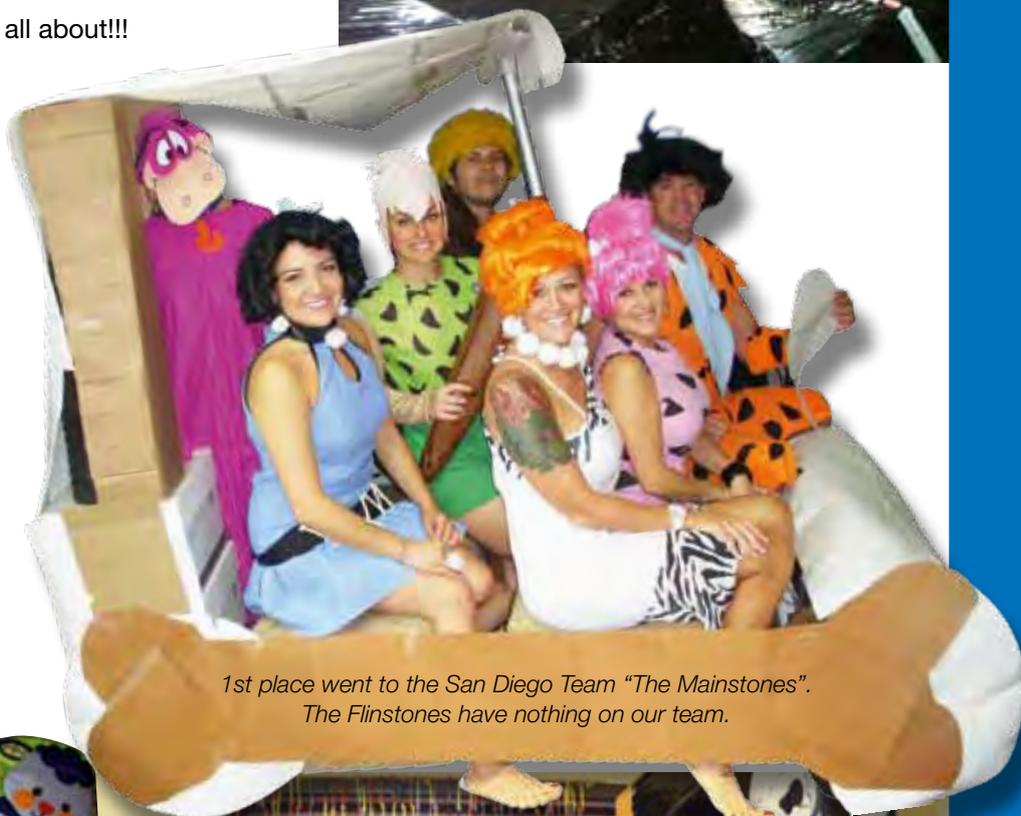
Thanks guys, this is what teamwork is all about!!!



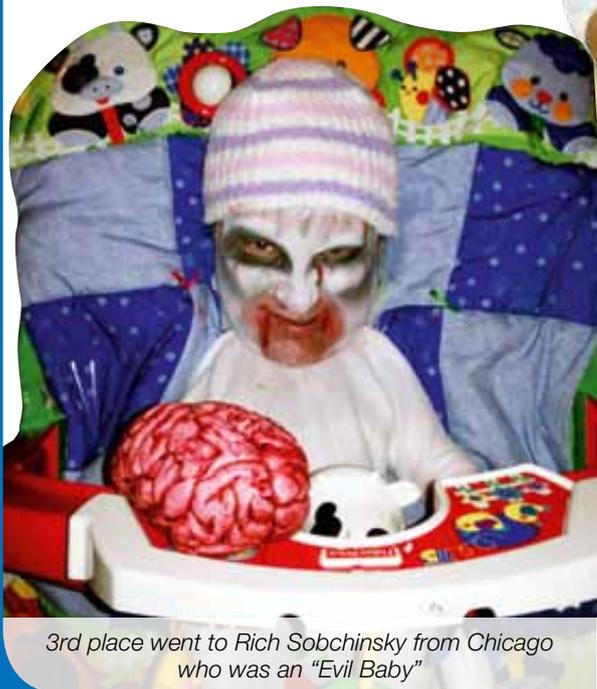
Halloween at Mainfreight USA

Every year the team at Mainfreight USA dresses up at Halloween and competes for prizes. We ask each branch to submit the best from their office and choose 1st through 3rd place based on the contributions. We had some real unique and funny costumes. This was also collaborative team effort as you can see from our 1st and 2nd place winners.

We want to thank everyone who participated and joined in the fun. Congratulations to all of them and look forward to next year ...



*1st place went to the San Diego Team “The Mainstones”.
The Flintstones have nothing on our team.*



3rd place went to Rich Sobchinsky from Chicago who was an “Evil Baby”



2nd place went to Marie Morales and Sylvia Leon from the National Support Center team

CaroTrans – Greg Howard

The CaroTrans team started the year with a stronger than ever passion and focus to deliver another record-breaking performance. While the mid-year results are below expectations, it's encouraging to see steady improvement in the December quarter with many branches trading near or above last year's levels.

Investment in our team, network, services and IT infrastructure has increased this year as we strengthen our foundation for growth. Investment in the USA-China trade has accelerated as we expand the number of direct point to point consolidation services. While the returns on these new routes will gradually improve, intense development of the network and services are critical to meeting our objectives. CaroTrans network expansion in Asia also benefits Mainfreight USA by providing end to end container consolidation services through a controlled network. Remember: "China is a marathon...not a sprint race".

After 12 years in our initial New Jersey office site, we relocated the New Jersey teams to a fresh and bright branch office location. The new facility follows a similar floor plan and office fittings to those of our Otahuhu site. Having both teams together in a single site has brought about improved team morale and connectivity in an open office environment.



Merry Christmas & Happy New Year!



Gadgets

Paris, Milan, Tokyo...Shelby, North Carolina?

You wouldn't expect the latest innovative shipping tool would come from a town whose other claim to fame is a bar scene that includes two downtown restaurants with beer on tap – but there you go. Freight Systems, Inc., the developers responsible for the

This new site will house a soon to be built training center intended for use by both CaroTrans and Mainfreight. Team member training and development is a priority for us; this new training center will provide the proper environment for our teams' training programs.

Development of "CaroTrack" as the global operating platform is on schedule. Its effectiveness was tested with the opening of CaroTrans Chile. In addition, disaster recovery systems were successfully installed and tested in conjunction with the successful migration to virtualized network servers.

Our newest branch in Dallas is delivering steady weekly profits. The Dallas market has received us well and is delighted to see our commitment to building a strong local presence. Innovative routing of export cargo and the new service from Shanghai to Dallas has the market buzzing about CaroTrans.

We're hopeful to receive a similar response from the Seattle community when we open a Seattle branch in early 2012.

It's six months since trading started for CaroTrans Chile. Growth has been slow and steady with the primary focus on the US-Chile trade-lane. We are currently ranked as the number 5 NVOCC in Chile and our target is to be in the top 3 by the end of next year.

design and operation of the CaroTrans operating platform, has developed a suite of user applications that are changing the way our customers interact with us.

These gadgets were a part of the answer to a nagging question we have been struggling with for years. Shippers and consignees want to connect to us via EDI, but few

Growth plans for the next 6 months include:

- Initiate groupage service from Miami to Iquique
- Commence service from China to Chile
- Start services between Peru and Chile
- Promote the project and breakbulk services with North America, Europe and South Africa
- Develop export services from Chile to USA and Europe with integrated distribution services at destination

As we move forward with a push for a strong finish to the year, the team is brimming with pride to deliver on its profit pledges by focusing on:

- Continuing to be innovative
- Setting the standard to which others shall aspire
- Focusing on sales growth – especially imports
- Improving container utilization
- Doing more with less
- Looking after each other
- Being easy to deal with
- Confidence – We Have The Right Stuff!

Thanks to the CaroTrans Team for the passion and dedication that makes us a special company. We have a bit of work ahead of us, and together we'll succeed.

companies have the time, money or the will to accomplish this goal.

CaroTrans Gadgets bring a level of functionality to our customers that they would hope to gain with an EDI connection ... and at no cost to them. Since the release, Gadgets have created a lot of excitement.



Gadgets are simple/single use internet applications that sit on the user's desktop ready to answer specific questions. As a function of Microsoft's Windows 7 operating system, developers around the world are writing narrowly focused programs for users' desktops.

We have released four of the applications with another four applications in various stages of development scheduled for release before the first of the year.

The first gadgets released include:

- Sailing Schedules
- Ocean Rates
- Track & Trace
- US Inland Costs

Additional web gadgets include:

- Make Bookings
- Calculate Cubic Meter and Rates from Cargo Dimensions and Piece Count
- Optimal Consignment Routing from Door to destination port
- Multi-port Rate Matrix

New Global Website Release

We are well into the process of the redevelopment of our CaroTrans website to better reflect our global scope and local focus. In the new release scheduled for the beginning of 2012, visitors will enter a site that is an interactive map of the world. As the cursor moves over the map, regions and offices are highlighted. As the visitor clicks on a region or office, they are linked to a region specific site in their language that

caters to their regional needs. The site "remembers" their selection so that the next time they return to the website, it welcomes them to their regional site.

The regional sites will share some graphics, applications and an overall look and feel to reflect the CaroTrans brand. Within the regions, there will be an opportunity to modify the site to meet the local needs. Our newly released gadgets

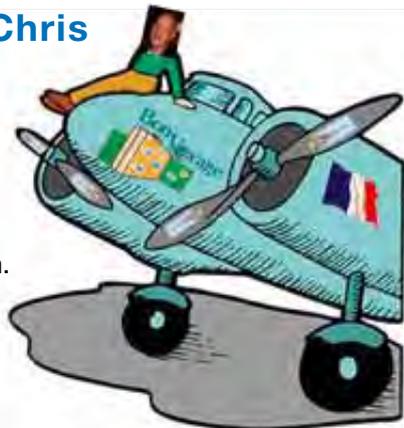
will be displayed and interact with the visitors in an entirely new way that will put us heads and shoulders above our competition.

The hardest part about designing the site was to look past the status quo and to create a customer experience that was easy to use and useful, but at the same time easy for us to adapt in the future, as needed. This is worth the effort and we are excited to get this rolling!

Bon Voyage Chris

Exciting times await Chris Wilson in France, where he will soon relocate to take on the role as Country Manager for Mainfreight Air Ocean.

Chris joined the CaroTrans team in 2004 and moved from Los Angeles to open our branch in Cleveland. Being a native of Detroit, Michigan, moving to Cleveland was like returning home and Chris thought he won the lottery. Chris' first office was the Panera Bakery Coffee



Shop where he conducted most of his job interviews. He explained to the potential team members that the office was being repainted and he was allergic to paint fumes!

Chris has successfully lead our team in Cleveland for the past 7 years delivering record sales growth and profits every year, More importantly, Chris developed a very

competent team that we are confident will continue this growth.

Under Chris' leadership, sales revenue and profits have increased tenfold and this year they are on target for another record breaking year. The team has won Branch of the Year twice in seven years and is working on number 3 for this year.

It's tough to see Chris leave, but the team is excited for what this opportunity means for Chris and the Group. Thanks Chris and Bon Chance to you, Carole and your daughters Manon and Elizabeth!

Break-Bulk

Together with our new agent from Dubai, Riyaz Jordan and Michael Forkenbrock participated in the annual Break-bulk conference held in New Orleans on October 26-27.

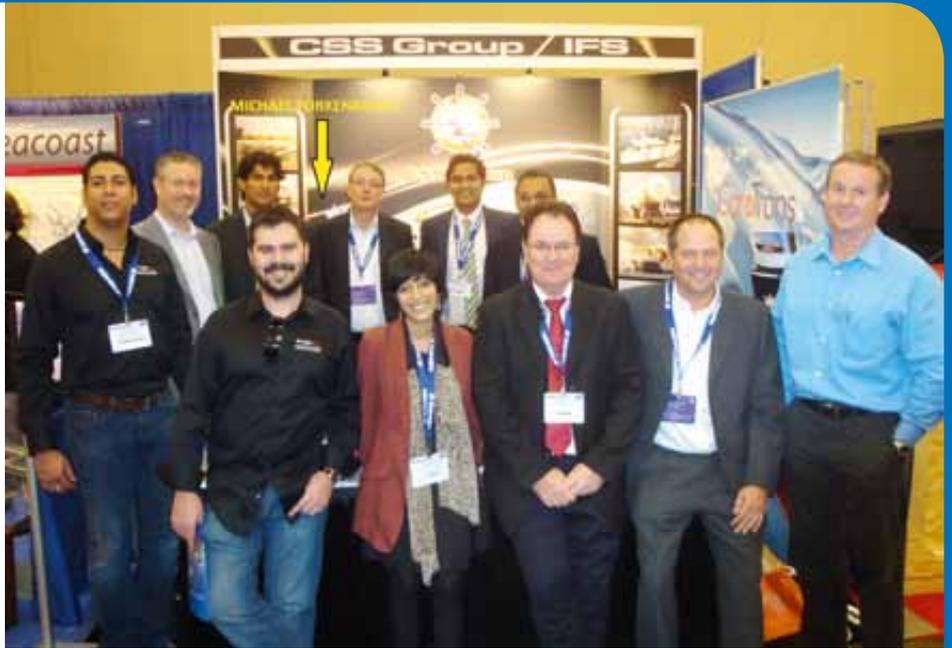
The conference was attended by over 3000 visitors and 245 Exhibitors ranging from manufacturers, brokers, forwarders, shipping companies, ports/terminal operators and government agencies.

Our main goal was to introduce our new Project and Break-bulk product to the industry with a focus on boats, campers/RV's, construction & mining equipment, farming implements, oversized equipment and used machinery.

This gave us the opportunity to also meet the various service providers, contractors and agents to help educate them about our company, network and capabilities. Having the right network of vendors and partners is essential to a successful venture.

The product offerings include Breakbulk, Flat Racks, Rolling Stock, Open Tops, Plant projects, Crating and Packaging services through our US branch network. This new product offering will include a wide range of services and options which represents an economical and flexible alternative to shippers and freight forwarders.

Currently we have on the go a large printing press line from Chicago to



South Africa, grain harvesting combines to Jeddah, Saudi Arabia, oversized refrigeration units to

Adelaide and a drilling rig to Fremantle.



One of the Printing Presses Shipped to Durban



One of the Giant reefer units readied for Adelaide

New Alliance in the Middle East

The recent appointment of the CSS Group in Dubai as our partner in the Middle East enhances our position in the market. We have been involved in the Middle East trade for over 15 years and partnering with CSS expands our capabilities throughout the region. This also creates new opportunities for us in Iraq and Pakistan.

CSS is headquartered in Dubai and is one of the regions largest NVOCC's. With a team of over 750 across 20 offices, CSS is a well regarded brand and network in the region.

In addition to their strength as an NVOCC consolidator, CSS is heavily involved in the logistics and transportation of new and second hand construction equipment. Traditionally this market was one way traffic, it is quickly becoming a multi-trade global business and their involvement with several of the world's large auction houses connects us with new opportunities in this exciting new market sector.



CaroTrans Chile



Bruce, deep thinking while hiking the Andes in Chile

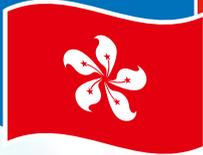


Our metro delivery vehicle in Chile



The tradition of Buckets of Apples has started in Chile – Jennifer & Mauricio from one of Chile Branch’s key customers received their apples with enthusiasm!





ASIA



Mainfreight Asia – Michael Lofaro

Our brand new truck



Our First Truck in Asia...

This milestone marks the beginning of a new era for our operations in Asia. We have ventured into the realm of the domestic transport market, small to start, but we have got our foot on the ladder now and from this humble beginning we look forward to having Metro services operating in several major China cities in the next few years.

The word 'Growth' seems to be constantly used here in our Asian operations, and as the end of year is fast approaching, as always, things here in Asia are moving at pace. We have again this year seen the opening of a new Branch (in Qingdao) and we have had to relocate several branches to keep up with the expansion of team numbers....



*It was such an great experience to be able to show Bruce & Don our first truck in Asia ... the first of many
L-R: Don Braid, Elton Poon, Bruce Plested, Daniel Yun*



Our Guangzhou team moved into a brand new office building ... yep we started from scratch. Here Wendy Niu, our Guangzhou Branch Manager assures Don & Bruce "yes, everything will be ready in 25 days" ... and thank goodness it was!!

In 2011 we have had our branches in Shanghai, Ningbo, Guangzhou and Singapore all move to larger premises. This means that in the past four years all except three of our branches have had to relocate to larger premises to cope with

their growth ... exciting times indeed.

This year, just prior to the move of our Guangzhou office, we had a Branch visit from Bruce and Don.

Of course, we always welcome the regular branch visits of our leaders, but from time to time the "Boys" do make a ruckus in our branches ... as can be seen by the photo below of Don when he recently visited our Shenzhen Branch.



Trust Don to be the first centerfold in a Mainfreight magazine!

L-R: Tom, Bruce, Vivi, Lily, Sophie, Lucy, Soy, Aily, Sunny, Cindy, Evan, Canni, Hellen, Paul, Lavender & Don

In our New Singapore office, our team decided the “world” theme was appropriate, so they covered the entire wall of their new meeting room accordingly.

It's not a question of whether Mainfreight is ready for Asia, the real question is whether Asia is ready for Mainfreight! Look out world, here we come!

Our Singapore office is one of our smaller operations, but with the move to new premises, we see them growing rapidly. Singapore will be our regional beach head for further expansion into Southeast Asia, and Indo China ... a region full of promise.

The office is headed up by Daniel Lim who moved from Mainfreight USA to open the operation in Singapore. Daniel, or “Uncle” as we affectionately call him, is our “youngest” team member in Asia.



Looking forward, we are very energized by the arrival of our new family members in Europe. The Asia-Europe trade is one of

the world's largest and oldest trade routes. We see this new market as a significant opportunity to help

further develop our market position in Asia.

The coming year looks to provide many more opportunities to expand Mainfreight Asia. We are looking forward to opening more branches in China, as well as other countries in the region.

To the Team in Asia, a big thank you for your dedication and drive during this calendar year. We look to celebrate the New Year with style and look forward to 2012 as a year of opportunity... the Year of the Dragon, the Year of Mainfreight Asia!!

May we take this opportunity to thank all our Group team members for the support you have provided us here in Asia during 2011. May you all enjoy a peaceful and relaxing Christmas period and may the New Year bring to all, happiness and health.

Good fortune to all.



Our Singapore team (L-R): Mildred Liu, Tania Tien, Amanda Lim, HY Goh and of course, Daniel (Uncle) Lim.

Europe



Wim Bosman Group Europe – Mark Newman

It is a little surreal to think of our team members in New Zealand and Australia looking forward to long summer days, beaches and barbeques as our European days grow shorter and the temperatures read in low single digits; such is the diversity of our increasingly global business. In December we mark our ninth month of Mainfreight in this enormous European economy. The team here at Wim Bosman and Mainfreight have really embraced their new family with unbridled enthusiasm. The possibilities for us to grow and prosper are clear for all to see.

In early November we welcomed Jon Gundy to our European Management Team. Jon's appointment to head our Air and Ocean business is an important step in securing our future growth in the significant Asia, USA, Europe freight corridors. We look forward to

Air & Ocean Freight Wim Bosman Air & Ocean activities are to continue under the name Mainfreight

Wim Bosman for some time has had its own air and ocean freight offices in Belgium, and Netherlands. The Mainfreight acquisition marks the first step towards full coverage in terms of air and ocean freight offices across Europe.

Our goal is to be recognised and known as a provider of total supply chain solutions. Wim Bosman is a strong and trusted brand name in the area of warehousing and forwarding and Mainfreight is the brand strategically speaking for the further development of the Air and Ocean freight activities. We have been careful to ensure the rebranding does not take away our customers' supply chain view of our business.

improving revenues, scope and capability and a rapidly increasing footprint of offices across Europe. Our Air and Ocean business now trades as Mainfreight in the Netherlands, Belgium and France. This positions the teams as a true part of the worldwide Air and Ocean business.

Another important step in unifying our European operations was the rebranding of Maenhout in Belgium to Wim Bosman. The new name along with the energy our Belgian forwarding manager Rudi Debras is bringing to our business gives us some real significance in the Western European forwarding industry.

We are all bracing for a long cold winter, punctuated by increasing uncertainty in the economies of Southern Europe and the wider European Union. As always we will

face our significant challenges in a positive way. Our sales teams are out aggressively in the marketplace, protecting and growing our market share. Much more is going on in terms of ensuring our quality, both in operations and image, is of the highest standards. Our teams across our supply chain are working closer together every day to ensure our customers and future customers have every reason to use our unique and comprehensive services with that special Wim Bosman touch.

Please let us all contribute to this vision.

Thank you all for your support in the last months. We wish you a very Merry Christmas and special times with your family and friends.



Team Mainfreight Rotterdam

Front row: (L-R): Mattijs Willemse, Leo Leonard, Peter Stilting, Bjorn Febus, John Worms, Sanne de Haan, Caryla Gerards, Nancy van der Sluijs, Astrid Schipper, Monique Gisbers, Rhea Post

Second Row: (L-R): Joost Sniijders, Myckel Hoogendijk, Ashwin Bartes, Bas Prins, Veronique van den Berge, Cor van den Heuvel, Paul de Haan, Harold Dost

Third Row: (L-R): Cor Blom, Chaira Leusden, Theo Verhagen, Rosalinde van Lomwel, Robert Addicks, Mariska Oppelaar

Fourth Row: (L-R): Jonathan Velleman, Marcel Dees, Joep Simjouw, Danny Kok

As a result of this strategy, the existing Air and Ocean freight offices in Belgium and the Netherlands will continue under the new company name Mainfreight. The inhouse style, practices and IT systems of Mainfreight will be adopted. In the Benelux, ocean freight will operate from the existing branches in the ports of Antwerp and Rotterdam and air freight will

be coordinated from the offices in Zaventem (Brucargo), Amsterdam (Schiphol) and Paris (Charles de Gaulle).

We are also marketing the concept of "Gateway to Europe", which involves combining the import of goods for multiple European destinations in one air or ocean freight shipment.

Our future plans are ambitious. After Belgium, the Netherlands and France, the Wim Bosman branches in Poland, Romania and Russia will also be getting their own divisions for Air and Ocean freight. The next step will be further expansion to provide full coverage across Europe.

Mainfreight Opens New Airfreight Office at Brucargo

We are very proud to announce the opening of our new airfreight office at Brussels airport. Brussels is arguably Europe's favourite airfreight centre and is ranked 4th among European cargo airports in scheduled full freighters. Along with excellent accessibility, it offers fast connections and direct access to a dense, toll-free road network.

Brussels cargo airport has the following features:

- More than 770,000 tonnes of freight annually
- 18 cargo airlines and 82 passenger airlines
- 74 movements per hour

The Mainfreight team is eager to provide our customers the best quality service!



The Brucargo Team (L-R): Katrien Baes, Christine Van Geesberghen & Yves Alderson

Expansion Project for Wim Bosman Romania

Greetings from Romania!

We are pleased to report that the first pillars of our 5,000 sqm warehouse extension are in place. The existing warehouse of 10,000 sqm is operating at full capacity for customers like Samsung, Procter & Gamble, Selgros and Alpa. The new building will give us the opportunity to offer logistic services to new customers. This is the first phase of the expansion project, which will eventually give us 20,000 sqm of high quality warehousing in Romania and strengthen our role as one of the most reliable and trustworthy logistic service providers in the region.



The new extension at Ploiesti is taking shape

We care for our customers, environment and community...

...this is part of the Mainfreight philosophy and also the title of the Wim Bosman Sustainability program.

This program describes why sustainability is so important for us, how we wish to apply sustainability in our business operations. Our strategy is based on the principle of the 3P's: People, Planet & Profit. For every "P" a number of spearheads have been named to which concrete actions and goals have been linked for both the short and long term.



Sustainable Initiatives

To make our buildings more sustainable we are trialling the installation of solar panels on the roofs of our warehouses in Ostend. We have also started an energy scan on our 's-Heerenberg warehouses that is being conducted by a company that specialises in Sustainable Techniques. The data collected from this will lead to

recommendations and possible investments relating to the reduction of our energy consumption across the group. Recycling continues to form a core competence in all of our operations.

To stimulate collaboration in the complete supply chain, Wim Bosman very much focuses on

cooperation with customers, partners and suppliers. In this context, Liane Philipsen, from Wim Bosman Logistics in Holland, was asked to become Ambassador for the Dutch governmental program "Sustainable Logistics", which is a great honour for Liane and for our company.

Wim Bosman is One of Three Finalists in Dutch Competition for Most Sustainable Transport and Logistics Company

Wim Bosman is nominated for the entrepreneurial prize of TLN (the Dutch Association for Transport and Logistics) in the category large companies. This competition is designed for quality improvement and for stimulating the innovations

in the Transport and Logistics sector; this year with a focus on ENVIRONMENT, safety and entrepreneurship. Our company was recently audited and on November the 26th the winner will be announced.

(At the time of writing, the final results were not known yet). The winner in the category "large companies" will also compete for the "The European Transport Company of the Year".

Unique Trailer "We are Wim Bosman"

In honour of the official farewell to Mr Wim Bosman on Saturday 29 October 2011, a special trailer was unveiled at the ceremony.

On the side of the trailer the team members of Wim Bosman Transport are shown together as a group. The trailer will be used for domestic distribution within the Netherlands. The MAN tractor in the picture is also the newest addition to the fleet and meets the Environmentally Enhanced Vehicle standards that underline the commitment of the Wim Bosman Group for a better environment.



Extended due to success!

In November, Wim Bosman Transport starts using two new 'Ecocombis', which have a loading

capacity of three normal trucks. Using the Ecocombis will enable Wim Bosman Transport to reduce

CO2 emissions by more than 80,000 kg per year.



One of the two new Ecocombis, with Wibbo on the back of the truck



The Knights of Wim Bosman

On Saturday 24 September 2011, 24 Wim Bosman drivers earned a national award called "Knights of the Road". This is an official certificate for not causing damage to our trucks during a period of 20, 10, 5 or 3 years. Our driver, Martin Essink, received a diamond certificate for driving 20 years without damage. This is a very exceptional performance because of the density of traffic in the Netherlands and another unique selling point for our high quality service. Below is a list of the honoured drivers. We are obviously very proud of our drivers, who guarantee our high quality service!



Martin Essink receives his diamond certificate, for driving 20 years without damage

Diamond Knight (20 yr)

Martin Essink

Golden Knights (10 yr)

Bennie Dekkers
Jo Duis
Olaf Eenstroom
Henk Holtland
Casper Lukassen
Jacques van Uum
Fred te Wiel

Silver Knights (5 yr)

Timo van den Bos
Ton Broekhuizen
Jeroen Giezen
Wouter van Hartskamp
Frank Ketelaar
Leon Robbe
Sakir Yilmaz
Ruben Zegers

Bronze Knights (3 yr)

Johnny Amting
Freddy Anneveld
Ramon Engelen
Dejan Kastein
Raymond Kock
Piet Speet
Rudie de Vrie

Human Resources – Anke Caspers

Since Wim Bosman Europe has become member of the Mainfreight Group, the HR team in Europe has started exchanging and sharing experiences with the wider Mainfreight world. Currently two management trainees from Wim

Bosman, Annelien Deceuninck and Carola Mohren, are giving input from Wim Bosman Europe perspective on a global grad website. We can proudly announce that three team members of Wim Bosman are going to join the

Outward Bound (potential) leader course in New Zealand. Furthermore one of our kiwi team members, Annette Webb, has come to Europe to implement and give training about Cargowise.

Kia Ora from Rotterdam – contribution from Annette (Annie) Webb

On December 5th Santa Claus brought an extra gift to the Air & Ocean Teams of the Netherlands, Belgium and France – it's the day we went live with Cargowise.

Cargowise – commonly known as EDI, is the Financial and Operational system used by the New Zealand, Australian, Asian and USA Air and Ocean teams and I am one of the privileged team members from New Zealand and Australia to be working on the project of implementing in Europe – but an added bonus for me is that I get to be based in Europe for the next three months to

train and help implement the system.

To all the fabulous people I have met so far, thank you all for such a warm welcome. To the Rotterdam Team, thank you for being my family away from home! I also came to be part of the Mainfreight family through an acquisition many years ago, and I remember when I had my first training on Cargowise. I know that Cargowise will provide greater efficiencies to the Air and Ocean teams especially when we are all on one single database. I can't wait to watch the success and growth of the European Air and Ocean teams.



Highlights to date:

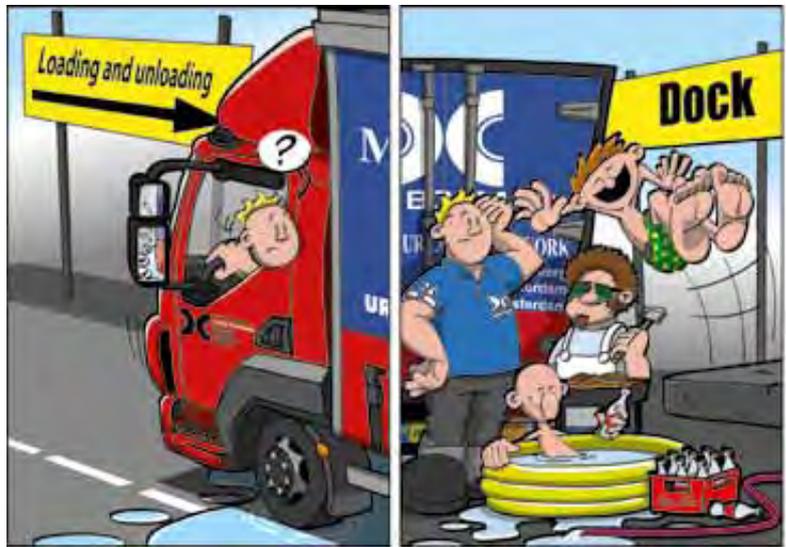
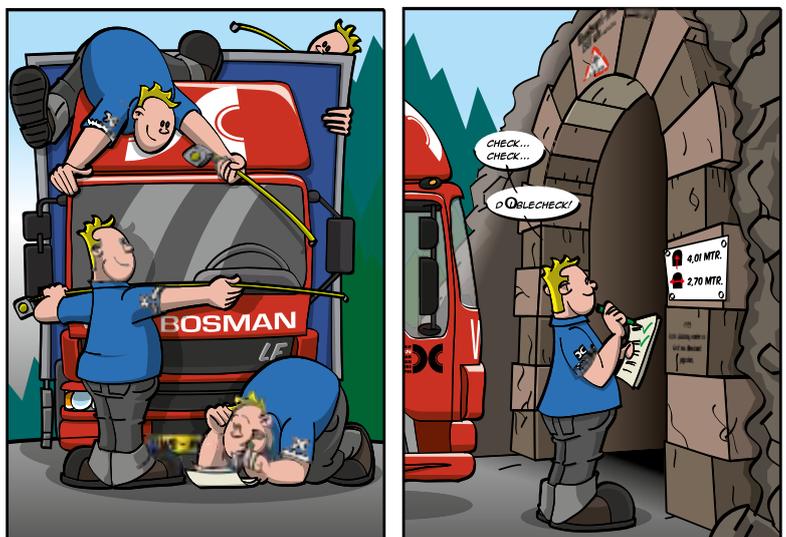
- Being here and being a part of this and meeting new people almost daily!
- Learning to drive on the other side of the road
- Coffee – and learning how to ask for it in Dutch
- The Bread and Cheese
- Mini Stroopwafels
- Chocolate coated Kruidnoten
- Watching the Rugby World Cup final in The Hague with Grant Draper – and having bacon and eggs and a pint of beer for breakfast
- Almost mastering European VAT rulings
- Delft

Lowlights:

- Getting left and right mixed up for the first two weeks when driving
- Turning left when I shouldn't have
- Turning right when I shouldn't have
- Having Grant Draper in the car when I did all of the above.
- Doe!
- Annie



*Training Cargowise in Rotterdam by Robert Cotter (standing)
Trainees (L-R) Astrid van Dam, Laura Kuijpers,
Veronique van den Berge, John Worms and Monique Kleijburg*

**Wibo is cautious when reversing****Wibo is aware of his vehicle dimensions**

Group Human Resources – Martin Devereux

Keeping a strong hand on the tiller to guide the Company through some interesting times ahead is the responsibility of us all, and we are now all aware of the part we need to play to maintain our business's momentum.

Our role in the HR & Training team is there as the support crew. We understand the next few years will be full of many challenges – some new, some not so new. We have learnt the value of doing more with less in recent years and our key challenge will be maintaining this premise without cutting corners in regards quality, and more importantly safety.

The past 12 months has seen team members participate in hundreds of training sessions conducted in our New Zealand and Australian training centres, or on-site in their branches worldwide. At the time of writing this and at the time you're reading this, Annie Webb, complete with her legendary curls and can-do attitude, is leading a three-month training programme to our Wim Bosman family in Europe.

China is fast growing and discussions have been underway throughout the year with a view to appointing a China-based trainer. Our training room in the new Shanghai branch is a case in point of the commitment to team development in China.

Like China, the United States is our other fast growing country without a defined training presence. 2011 saw delivery of "Easy to Deal With" training in many CaroTrans and Mainfreight USA branches along with another successful Graduate Training program. Like China, the need to have more consistent face-to-face training is growing and the strategy for 2012 is to address this 'gap' and establish a US-based training presence.

Graduate recruitment is becoming increasingly important in all countries, with the quest for more talent in all our hands.



Shanghai Training Room

Our graduate programs in New Zealand, Australia, the USA and most recently Europe are introducing many ambitious and hungry people into our business. It is satisfying to see the graduates progressing through the business into areas of responsibility, giving credibility to our "promotion from within" culture.

Our leadership program at Outward Bound continued seeing yet again more global Mainfreight faces visit Anakiwa, New Zealand. Each course is becoming increasingly more difficult to select due to the large number of names put forward by our Branch Managers. The 14 team members attending the February 2012 course were hand-picked from 54 nominations!

Our global training knowledge is improving courtesy of Wim Bosman. Anke Caspers (HR Manager, Wim Bosman NL) has been working with training teams on both sides of the Tasman sharing knowledge on our graduate programs and auditing systems. A key project Anke is working on now will see some of our younger team members participate in an exchange program giving them the opportunity to work abroad for 12 months. A small number of team members under the age of 30 will

be taking advantage of an agreement between certain European nations and NZ / Australia and seeing what working life is like in a very different country.

Finally, I would like to pay tribute to something many of us either don't see, or we take for granted – the Mainfreight spirit / family. The past 12 months have been incredibly challenging with almost all corners of our Mainfreight world being touched by tragedy in some way. Our family has been hit with floods, earthquakes, explosions in mines, tragic accidents and illnesses, yet we stand resolute. At no point has there been forewarning of what we would face, nor has there been a timeline to when the difficulties / tragedies will end. Throughout it all we have seen our teams bond together to lift each other off the ground. To reach into their pockets and into their hearts to help people they have never, and may never meet. This 'spirit' is unique to our family, the Mainfreight family. To all our brothers and sisters around the world, thank you.

Our global family has many perspectives to share. Following are excerpts from Mainfreight team members working in overseas branches:

Karena Shell (USA graduate, working in Australia)

"..Upon my visits home I've popped in to visit the LA and Atlanta offices. They had the same cartoon-blue carpet, same funny slogans on the walls, same open floor plans, and even some of the same freight in the warehouse, but it was different. I was shaking Spanish hands instead of Maori, I was sharing candy instead of lollies and I was greeted with "Hello" and "Hey" instead of "G'Day" or " 'Sup Bru". Everyone made me feel welcome and it was exactly like being in my own office. Strange to feel so familiar and at home in a place so

far away. From slippery dips to slides, sarcasm and bluntness, everyday I'm learning something new about the Aussie (and Kiwi) culture and the freight industry. I've enjoyed my experience working and living in Australia, and I hope to take the "no-worries" attitude with me on my next adventure. At least I know that wherever I travel to next in the world with Mainfreight, I'll be moving the same freight, in the same blue trucks, and I'll be welcomed with open arms with the universal "Special People" spirit..."



Michelle King (Kozzy or Kiwi / Aussie, working in New York)

"...it is a culture shock to move from a market where Mainfreight is a recognized brand and a market leader, to a place where Mainfreight is a small (but growing!) fish in an enormous pond. It's very humbling to sit with the VP of a shipping line and be told he'd never heard of Mainfreight. That was unexpected and would never happen in Australia or New Zealand. Personally it lit a fire under me – now I have something to prove to this guy and people like him.... Mainfreight USA has so much opportunity for growth and it's exciting to be a part of. It's going to be a rollercoaster ride I know, so everyone please keep your hands inside the car and hold on tight."



Lastly, closing words from Mainfreight Man... *Another big year for me and I'm staring down the barrel of my first birthday. Like most men of mystery the fan club grows...and depending on where I am so does my gut...*



Technology – Kevin Drinkwater

25-year Reflection

This year I celebrated my 25th anniversary at Mainfreight and the days leading up to my anniversary date led to some reflection.

During the time that I have been part of the Mainfreight team;

- our revenue has grown by a multiple of 1,000,
- our team numbers have grown from less than 100 to over 5,000,
- we now have over 180+ branches compared to the six in 1986
- we could not really say we were nationwide until we opened our 7th branch, Invercargill. Today we have our own presence in 10 countries, with representation worldwide
- the 1986 IT Team of one (me - although I was also Financial Controller as well) has expanded, slightly, to a team of over 60 based in six countries

- our IT spend was Zero, unless you consider NCR accounting machines as IT equipment. Last financial year we spent over \$22 million on our IT setup and team. This year our expenditure will grow substantially with the addition of Wim Bosman and the large software projects we have under way.

When I was comparing the two main job offers I had in 1986, after returning from my OE, I saw one of the downsides to joining Mainfreight as the lack of opportunity for travel. Certainly there did not seem to be an opportunity to travel overseas when I compared the offer from Digital Equipment Corporation (DEC), which was, at the time, one of the top five of computer companies worldwide.

In my first 10 years I spent a lot of time visiting the teams in New Zealand, then Australia. Whereas,

by the end of this year I will have spent 8 weeks on business in the Northern Hemisphere.

Looking backwards is interesting but it is much more exciting when you use the past to look forward. The excitement for our future has been a key constant in staying in the Mainfreight team. Whether it is for a storeman, or driver, making his way up the ladder to become a branch or general manager, or the acquisition of another company, it all shows “with passion anything is possible”!

So what of the next 25 years?

There is no doubt we will continue to grow at an extraordinary rate and be a company full of special people, however just as we had no chance in 1986 of predicting the outcome in 2011, I am certain the next 25 years will also outstrip our imaginations!

Wim Bosman

The original plan, when we were looking to acquire Wim Bosman, was to change nothing in IT for 12 months. However that soon went out the window when we saw they were in dire need of an Air and Ocean (International) system.

So we have fast-tracked the implementation of Cargowise for the Air and Ocean business in

Mainstreet

Mainstreet, the new domestic freight system we are developing for Mainfreight USA, is starting to take shape. To use a building analogy, the key architecture has been finalised, foundations have been dug and some of the framing is being prebuilt. In IT terms this means that we have the technologies we will develop in, many of the key operational screen

Belgium, France and the Netherlands. They are due to go live with Cargowise in December.

A big thank you to Rob Cotter, from the Australian business solutions team, and Annette Webb, from the Mainfreight Training Team in New Zealand, who have taken on the challenge of spearheading this project. We would not have been

able to react so quickly without Annie, who dropped everything in her NZ life and moved to Rotterdam for three months. Thank you so much Annie!

designs and the database structure locked in. This translates into developers now programming in earnest.

We have also started a number of other initiatives with Wim Bosman as you will read in the contributions from the team further on.

We expect to have core operational specifications finalised and to the Sandfield team by mid-December which will enable them to engage the full project programming team. If everything goes to plan we expect

to have the basic pickup, linehaul and delivery functionality working in March 2012. However that is a small portion of what the overall system requires to work for the business. We expect that to be complete and ready for full testing in October. Go live date is still on target for January 2013.

That will not be the end of the job though, as Wim Bosman has decided that they wish to replace TREX, their domestic system, with Mainstreet. Current estimates indicate the development of the extra functionality, for Wim Bosman, will take a further two years after the date the USA go live. This means implementation is likely to be in 2015.

The next year or so will not be wasted as the Wim Bosman team is taking the opportunity to review their current business model and processes, utilising a “greenfields”

Cargowise SDB

SDB is a term that has been used a lot by the International General Managers recently. Stirred along by Michael Lofaro, who often got the letters in the wrong order (SBD – has completely different connotations, evidently), he has not relented on SDB.

So what is SDB? – It is code for Single Database. The fuller concept is that we move to one single Cargowise system worldwide with all users running off one central system. There are enormous benefits to this for the businesses and our customers.

We have seen many of these benefits through having Asia, Australia and New Zealand on one Cargowise database. In contrast we have also seen the disadvantages of having the USA on a different database. Everyone agrees it is the ideal to have a SDB.

The key question was – “how could we achieve this from New Zealand?” The critical issue is the speed at which the system we can deliver the information to the user.

The further away the branch is from the central server the slower the data is delivered to the user. Even

approach, to ensure their new system will deliver the right functionality to cover current and future requirements.

We will also be replacing Maintrak, which is used by the Australian and New Zealand domestic businesses, with Mainstreet during 2013 and 2014. This will be a gradual replacement as we will be able to integrate components of Mainstreet into Maintrak, where appropriate, on a piecemeal basis.

A big thank you to the small but very effective team we have

though data travels at the speed of light, through today’s fibre optic cables, it still takes a long time for a screen full of information and graphics to travel the 14,210 kms (8,829 miles) from Auckland to New York. New Zealand being at the bottom of the world, the telecommunications network and options are not ideal either.

The addition of Wim Bosman, to our International (Air and Ocean) business data meant that would have to travel 18,129kms (11,269 miles). This would make it almost impossible to guarantee a decent speed from a system based in New Zealand.

Therefore a different strategy was required and has been agreed on by the Board. The result is that we will move all international businesses onto a single Cargowise database situated in the USA.

Why the USA? It has the best telecommunication connections to anywhere in the world. This capability will mean that we will be able to provide acceptable speed for users in the countries we are currently in and those we intend to have businesses in the future.

working on Mainstreet USA – Anthony Barrett, Gary Harrington and Alistair Hughes from the New Zealand IT team, John Eshuis and Melissa Holmes of the US team, Matt Keith and Krisha Mateparae of Sandfield New Zealand. Many thanks to those of you who have risen to the challenge of taking on the responsibilities and tasks that these team members would normally do. And a big thank you also to those members of the USA Operations team who have provided excellent input and feedback throughout the project so far.

Whilst most countries will see speed improvement, Australian and New Zealand users will see some deterioration in the speed it takes screens to refresh, as they will be further away from the system. However this should be more than made up for by the fact that there will be less rekeying and email needed.

This project will require completely new hardware to be set up in the USA and the integration with a global data line network to connect our businesses together with the US system. David Hall, who leads our infrastructure team from New Zealand, has taken charge of this very large and complicated project. He is expecting the SDB to be operating within six months.

Once again it's been another big year and the next year looks even more challenging. So make sure you have a bloody good rest over the Christmas New Year period. Thanks for all your help during the year. Merry Christmas to you and your families.



Contributions from the IT Team

Blackberry Application – Alistair Hughes

Following the success of our iPhone app we recently launched our second mobile app – this time for Blackberry smartphones. It lets customers track their freight (both domestic and international) from their phone if they know the consignment or housebill number. They will also be able to save notes

to their watch list so they can easily return later to check for status updates.

In “ready, fire, aim” style we’ve kept this first release simple and will add to, or refine it based on feedback from customers. So if you’ve had any feedback, or have any

suggestions send them through to itnzsupport@mainfreight.co.nz so we can get them on the list.

Your customers will be able to download it directly from their Blackberry phones through the App World program – they just need to search for “Mainfreight” and they’ll find it.

Working with Wim Bosman

Introduction

They may be on the other side of the world but we are already working with WBG as they start to move onto Mainfreight Group systems. And over the next 12 months we expect to see more of this and look forward to working with them. A few of the projects that are already under way include:

Cargowise – Rob Cotter

The WBG Air and Ocean (international) team is excited to be moving to Cargowise. This will give the team great scope to grow their business and work on the same international software package we use around the world for all our Mainfreight International divisions. They are “all go” for a planned December go-live.

Mainchain - Alistair Hughes

We are currently working with the WBG team to create the interfaces and queries to their Warehouse Management System. This will enable customers to carry out stock on hand, order enquiry and order creation via Mainchain. With the majority of it already working in test, we anticipate rolling this out in the near future. Following that we will start to look at incorporating the other functionality as well – Transport/International and Reporting.

On Sale - Anthony Barrett

Wim Bosman was in the process of looking for a replacement to their existing CRM (Customer Reporting and Management) system. They have now chosen to go to OnSale.

One of the biggest reasons for this choice was the ability to share Group customer data with the Mainfreight world. We are working to have them start using OnSale early in the New Year.

Mainfreight Culture

Michel Engel and Paul Loomans, from WBG Netherlands, were in New Zealand recently to get first-hand experience of both New Zealand and the Mainfreight culture. They visited a number of branches as well as North Harbour Stadium where they took in their first live rugby match. They are now familiar with such terms as Kia Ora, the Three Pillars of Mainfreight, Out-turns, Scrums, Lineouts and “Send him off Ref, he’s been doing it all night”!



Service Achievements

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

Lance Chadwick	35 years	Mainfreight FTL North Island
Susan Kahl	30 years	CaroTrans Baltimore
Grant Smith	30 years	Mainfreight Auckland
Hugo Tange	30 years	Wim Bosman Freight Services, Oostende
Ross Wells	30 years	Mainfreight Invercargill
Melissa Bartlett	25 years	Mainfreight International Melbourne
Joselien Hoen	25 years	Wim Bosman Logistic Services Geleen
Frank Jansen	25 years	Wim Bosman Transport 's-Heerenberg
John King	25 years	Owner Driver Mainfreight Wellington
Evie Koolenbrander	25 years	Wim Bosman Forwarding Facility 's-Heerenberg
Roger Manuel	25 years	Mainfreight Distribution Adelaide
Jan van den Bosch	25 years	Wim Bosman Logistic Services 's-Heerenberg
Wilfried van Dulmen	25 years	Wim Bosman Logistic Services 's-Heerenberg
Fred Verholen	25 years	Wim Bosman Forwarding 's-Heerenberg
Eileen Ceccucci	20 years	Mainfreight Albany (USA)
William Dereeper	20 years	Wim Bosman Freight Services, Oostende
Blanca Holliday	20 years	Mainfreight Houston
Geoff Lulham	20 years	Mainfreight Logistics Christchurch
Benny Mestdagh	20 years	Wim Bosman Freight Services, Oostende
John Mitchell	20 years	Owner Driver Palmerston North
Bill Ngawhika	20 years	Owner Driver Mainfreight Rotorua
Kishor Patel	20 years	Chemcouriers Auckland
Richard Ruthers	20 years	Wim Bosman Logistic Services 's-Heerenberg
Leon Seghers	20 years	Wim Bosman Freight Services, Oostende
Tim Taylor	20 years	Mainfreight Atlanta
Andre Vermander	20 years	Wim Bosman Freight Services, Oostende
Reginald Woonton	20 years	Mainfreight Distribution Sydney

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

Bereavements

Stephen Palfrey – Mainfreight Invercargill

The untimely loss of Steve is deeply felt by his many friends and colleagues at Mainfreight following his death in a tragic accident in November. He was a large part of our Invercargill team, with a strong work ethic and a wonderful sense of humour. He holds the Invercargill depot record for the most deliveries in one day and set great value on his regular cups of tea. We are all lucky to have known him and will miss him greatly. Our thoughts and deepest sympathies are with his family and friends.
"Rest Well Mate"



Rob Seifert – Mainfreight New Plymouth

Rob was with Mainfreight for just over a year. In that time he worked on both the morning and afternoon shifts here at our New Plymouth depot. Rob was a very enthusiastic team member and at the time he died on 9 October, he was working on his plan to gain experience in other areas of our business. Rob enjoyed his work and was always the first to offer his assistance if anyone needed a hand. Rob will be remembered as a hard working, honest, reliable and energetic team member. We all miss him.

Jonathan (Jono) East – Mainfreight International Auckland

On 15th August this year we received the very sad news that our well respected workmate and friend Jonathan East (Jono) had passed away after a short illness.

Jono started his Mainfreight career as a graduate for Daily Freight in Auckland, and after a short break for his OE in 2005, he rejoined the Group at Mainfreight Auckland in the sales team where he quickly found himself in the Sales Manager chair. Jono then moved to the sales team at MFI Auckland and earlier this year became the Auckland International Sales Manager.

Jono was more than a colleague or workmate, he was a friend, a terrific guy and a mentor to many. Our thoughts are with Jono's family and his beloved fiancée Paige. We miss you mate!



Fred Jagers – Wim Bosman

Our driver Fred Jagers died suddenly at the age of 60 in the night of Friday 1 July 2011. Fred had worked for our company for more than 30 years and we are extremely shocked by his death. We have lost an exceptionally loyal, motivated and good-humoured team member. Fred was a small man and received a ladder from the planners because they could not see him behind the drivers desk...

We wish his family strength at this time..

Chill out Piri



Mainfreight's got this...

"Piri" – the man who earned cult status during the Rugby World Cup – legendary



*A very special piece of freight –
Richie McCaw's 100th Test Cap!*



*No – not seen in Ho Chi Minh – this is Auckland,
directly outside the Westney Road facility!*



Bairds Mainfreight Primary School Students show their appreciation for a gift of Mainfreight "Beanies"



Earlier this year Wim Bosman CEE successfully delivered an exhaust silencer from Romania to Germany. With a height of 4.5 metres, and with the average motorway viaduct at a maximum of 4.0 metres – finding an alternative route was a challenge!



Christchurch depot in snow – July 2011



Great shot of the new Wellington depot – with half the sign writing complete on the roof



Life Education's mascot, Harold the Giraffe, helped out at the recent IHC Day at Mainfreight Auckland

Feedback

From: Malcolm L
Sent: Wednesday, 2 November 2011 10:20
To: Robert Williams [MFT AKL]
Subject: Bloody Good Service

I had to pick up a large parcel from Mainfreight in Otahuhu today and I was very impressed by the environment and the very friendly and efficient service at the reception and by Robert. Great attitude and it felt good to be a customer.

From: Ashley Taylor
Sent: Thursday, 10 November 2011 10:13 AM
To: MFD BNE
Cc: Bryan Curtis
Subject: FW: Mainfreight. Con Note DOD23545

Team,

Please read the below, unfortunately in a Customer Service role it's not often we hear about all the great things we do for our Customers, well done Team you are one of the many reasons we are better than our competitors "Special People Special Company".

Thank you

From: Rodney.L
Sent: Thursday, 10 November 2011 8:53 AM
To: Morgan H
Subject: RE: Mainfreight. Con Note DOD23545

Morgan,

I'm glad to say Mainfreight is one of the best. I look at the companies I deal with by the principle:

Everyone will have a failing at some time. What they do when something goes wrong is most important.

With Mainfreight, I can still talk to a person and not have to go through those terrible, terrible voice menu systems only to talk to the call centre where they will email the customer service and the customer never comes in contact with customer service. Please NEVER go down that track. (You can pass this up the ladder if you wish. These menu systems aggravate the customer before anyone picks up the phone and the customer is already emotional as he has a problem). I know the financial economics of the customer talking to Customer Service isn't the best but when you look at it from the customer's emotional point of view, it's invaluable.

Thanks for all you and the others do for us. (Especially Rikki for doing her best with my Innisfail problem recently) Best Regards
Rodney Lean

From: Bay of Plenty
Sent: Saturday, 15 October 2011 1:25 p.m.
To: Ian Graham (MFI AKL)
Subject:

Hi there,

Last April we freighted our entry to the Wellington Wearable Arts. We were met by a representative of your company whose name was Rob Williams.

We are writing to applaud the client management relationship that Rob built between us and your company. His manner was so enthusiastic; he went that extra mile and restored all faith in effective customer service. We have waited this long to put this into writing because it is all very easy to be excited at the initial stages, whereas now we have time to reflect the entire WOW experience and Mainfreight being the first port of call, together with Rob's fantastic communication style was a feature that has remained in our memories in this totally amazing event.

We were proud to come 3rd in the world in the Avant Garde section, which was very motivating since this was the first time I ever made anything!!!!

We can see why Mainfreight and WOW have teamed up together, both have both are in search of excellence.

All the best, and see you next year....we're hooked!!!!!! (have attached our photo of this year's entry)
Steve B



----- Original Message -----

From: KDW

To: Bruce Pledsted

Sent: Mon Aug 15 15:59:52 2011

Subject: hi there Bruce

Just a very quick email:

I have just finished two weeks enjoying the sun on the gold coast. A couple of days ago I was sitting in a library checking emails when I looked to the little boy sitting at the computer next to me who had on a MAINFREIGHT 2011 round the bays shirt on!! The little darling's aunt or grandmother works for MF and he lives in Mangere with his family who are here on holiday as well - and each year the family all do the run. I thought it was so lovely. We chatted about his t-shirt and the event and he said he loved doing it each year. Just another special part of MF.
Boy am I proud to be a part of it as well!!!
Karen xx

From: Lance Chadwick [FTL]

Sent: Thursday, 13 October 2011 16:47

To: Carl George; Grant Smith [MFT AKL];
Graham Cowley [MFT AKL]

Cc: Don Braid

Subject: Recovery Tauranga

Hi team

Just to advise, Mainfreight is helping out with the Rena disaster in a special way, supplying a load of bins (26 pallets) ex Turners AKL to TRG. This pertains to major issues with marine and bird life washing up on the beach, this could not wait until the morning, so in the normal Mainfreight way - action aplenty.

I got a call at 2pm re help, obviously we are struggling to cover our own work out of Auckland at present, but a quick call amongst the Team, Grant Smith & Graham Crowley with the help of Mark Lane and by 3.30pm we had the load sorted.

I advised ICC maritime wildlife recovery team it was in place their response "It is amazing how Mainfreight reacts". I can tell you it is not good down here, the beach is going to be a mess for weeks, even the smell is starting to hit.

So it is great to be part of a great team, as with the Canterbury quake you just don't know when something will happen on your back doorstep.

Thanks guys
Lance Chadwick



From: Katipatch

Sent: Saturday, 2 July 2011 11:47 a.m.

To: Katipatch

Subject: Quilts for Christchurch

On Thursday a week ago 12 boxes, each containing about 6 quilts, were shipped free of charge to Christchurch by Mainfreight (what a great NZ company!). They arrived on Monday and were collected by Julie, as arranged. A week later, last Thursday I received the following message, which made me feel so proud of the effort put in by so many of you. 72 people are now feeling the warmth and love created by a caring community of quilters at a time when down there they must be feeling so alone. If you were involved in any way with producing these quilts then please accept these words of gratitude.

Sorry I haven't emailed you sooner, but have been very busy distributing all your quilts. We have taken a number of them to the eastern suburbs where they were hardest hit. It has been a very emotional time with lots of tears, hugs and love shared with fellow Cantabrians. Everyone is totally blown away with the quilts and express so much gratitude.

From everyone down here to all of Katipatch we send the hugest thank you and the biggest of hugs. You and the ladies have done an absolutely fantastic job, you are all truly angels.

Thank you so much for everything.

----- Original Message -----

From: Peter T
To: don@mainfreight.com
Sent: Thursday, November 17, 2011 11:56 AM
Subject: HALF YEAR RESULTS

Dear Don,

I have just returned from Christchurch and read your comments in the New Zealand Herald about the excellent HALF YEAR RESULTS.

I wish to congratulate you and the Board for your success, bearing in mind that you are facing the worst economic problems possible: High OIL PRICES, Exchange Rate Problems, especially with the EURO and new business in USA and Europe.

I was delighted to read your comments that you put the success down to a GOOD TEAM and WORKING TOGETHER.

At a time when there is so much greed and self centred activity going on world wide, it is reassuring that a Kiwi Firm is leading the way.

Not sure when the AGM is, but look forward to saying THANK YOU AND WELL DONE publically then.

Regards,
Peter
Delighted Shareholder
Senior and Perpetual Student
of the University of Life

Richmond Ereata
Room 16
Wairoa Primary
PO Box
Wairoa

13-7-11

Mainfreight
P.O Box 14.038
Panmure
Auckland 1714



Dear Mainfreight,

I thank you for supporting us to read. You gave us books and Duffy Theatre put on an act that people loved. I got into books when they said "Read your heart out!" So I just want to say, that follow your dream and never give up reading, and thank you for sponsoring our school.

Yours sincerely,

Richmond



-Wim Bosman Feedback:

An e-mail from one of our customers concerns a project of unloading and palletizing 11 sea containers with 15,000 boxes of bed linen. When the cardboard boxes arrived in

's-Heerenberg, it appeared that the long journey from Bangladesh to the Netherlands damaged the boxes badly. We had to repack 1,000 boxes into new ones. The result was 541 pallets, ready to be delivered at 9 distribution centres, delivered by our domestic department within 2 days. Additionally it needs to be said, that our customer has extremely high requirements/demands concerning delivery times and quality. All in all, a reason to be proud of this reaction of our customer!

Jos Marissink, Manager Domestic Distribution

Van: Annemiek Zeeman

Verzonden: vrijdag 16 september 2011 9:11

Aan: Oktay Yalcin; Erwin Arendsen

Onderwerp: ALDI 123/ 124 EN ALDI 133 UITGELEVERD.... HOERA !!!!! EN APPLAUS VOOR JULLIE ZELF

Hallo Oktay en Erwin en alle andere Wim Bosman collega's die een en ander mogelijk hebben gemaakt! **ALDI 123/ 124 EN ALDI 133 UITGELEVERD.... HOERA !!!!! EN APPLAUS VOOR JULLIE ZELF** Ik ben blij en opgelucht dat deze orders nu bij verschillende DC's van de Aldi binnen staan en dat we ondanks de slechte kwaliteit van de kartons alleen een kleine hobbelpunt moeten nemen met de extra aanlevering aan Roermond. Jullie hebben een super klus geklaard, waarvoor HARTELIJK dank namens Susan Fashion en mezelf J

Vriendelijke groeten, werk-ze vandaag en alvast prettig weekend gewenst,
Annemiek

Translation in English:

Hello Oktay and Erwin and all other Wim Bosman team members who made this possible! **ALDI 123 / 124 133 HAVE BEEN DELIVERED ... HURRAY!!!! AND APPLAUSE FOR YOURSELVES**

I am happy and relieved that these orders are now at different DCs of Aldi's and that despite the poor quality of the cartons, we only had to jump a small bump because of the extra supply of Roermond. You did a great job, many thanks on behalf of Susan Fashion, ALDI and myself!

Sincerely, have a nice working day and I would like to wish you a nice week end,
Annemiek

From: Samantha A

Sent: Thursday, 22 September 2011 18:43

To: Don Braid

Subject: Thank you

Good Afternoon,

I would like to express my appreciation for one of your employees, Gavin Douglas, for the speedy and reliable service he has always provided.

Kind Regards

Samantha A
Export Operations

From: Stan L

Sent: Thursday, 17 November 2011 16:34

To: Ian Graham (MFI AKL)

Cc: Shayne Porter

Subject: Feedback

Hi Ian

Once again, we are impressed how things work within the Mainfreight Group. Excellent, quick and efficient resolution of all matters, open communication lines and professionalism of your staff truly set you apart from all of your competitors. Keep it up this way.

Kind Regards
Stan L



2008

Just what is it that makes this man kissable..?!



2011

The Mainfreight Newsletter is printed with mineral oil free soy-based inks on Alpine Gloss paper produced from renewable forest resources managed under the Programme for the Endorsement of Forest Certification (PEFC), and is manufactured under the ISO 14001 Environmental Management System in an elemental chlorine free process.