

# MAINFREIGHT

NEWSLETTER DECEMBER 2017

**MAINFREIGHT TRANSPORT LTD**  
**BALANCE SHEET 31/5/78**

<u>Current Assets</u>			<u>Current Liabilities</u>	
Bank	1,754.22		Creditors	13,773.86
Debtors	11,751.64		Accrued Charges	1,920.00
Petty Cash	100.00		<b>TOTAL CURRENT LIABILITIES</b>	<b>15,693.86</b>
<b>TOTAL CURRENT ASSETS</b>	<b>13,605.86</b>			
<u>Fixed Assets</u>			<u>Term Liability</u>	
Plant	224.00		Broadlands	1,945.00
Vehicles	9,295.00			
Less provision for depreciation	480.00		<u>Shareholders Funds</u>	
<b>TOTAL FIXED ASSETS</b>	<b>9,039.00</b>		Capital	9,972.29
			Less losses	

## 40 Years

**PROFIT AND LOSS STATEMENT**  
Period 6/3/78 - 31/5/78

	MAR/APRIL	MAY	YEAR TO DATE
<u>SALES</u>			54,593.76
Less Cartage	23,184.63	31,409.13	6,757.10
Linehaul	2,866.62	3,890.48	35,322.00
	16,403.50	18,918.50	
<b>GROSS PROFIT</b>	<b>3,914.51</b>	<b>8,600.15</b>	<b>12,514.66</b>
<u>Less Expenses</u>			
Advertising	338.01	40.00	378.01
Claims	-	117.93	117.93
Depreciation	320.00	160.00	480.00
Entertainment	332.79	215.12	547.91
General Administration	343.68	88.02	431.70
General Operations	535.40	254.99	790.39
Insurance	667.00	333.00	1,000.00
Petrol and Oil	197.61	245.43	443.04
Rates	613.00	307.00	920.00
Rent	2,531.84	1,341.25	3,873.09
Road Tax	131.98	259.96	391.94
Stationery	500.00	1,174.78	1,674.78
Telephones	230.00	360.40	590.40
Travelling	811.51	664.22	1,475.73
Vehicle Expenses	98.08	204.35	302.43
Loan Repayments	2,256.00	1,269.00	3,525.00
<b>TOTAL EXPENSES</b>	<b>9,906.90</b>	<b>7,035.45</b>	<b>16,942.35</b>
<b>NET PROFIT/LOSS</b>	<b>(5,992.39)</b>	<b>1,564.70</b>	<b>(4,427.69)</b>

# 1978 - 2018

MAINFREIGHT TEAM REVIEW

## Managing Director's Comment

**W**elcome to our end-of-year newsletter which is packed full of interesting updates and information from all five of our global regions. Whilst this newsletter is published to keep our team of people worldwide up-to-date with what's going on in the group, it also is distributed to our shareholders, customers and potential customers.

We hope you all enjoy the read and can identify with the efforts our people are putting in to provide exceptional levels of quality across all facets of the supply chain. In conjunction with their energy and commitment, our capital investment goes into purpose-built logistics facilities to extend and intensify our network, and assists our people in delivering the best of service. A total of 24 new facilities have just opened or are planned over the next two years in New Zealand, USA, Australia, Netherlands, Belgium and France. These are major commitments, either owned or leased, and are a vote of confidence in our people, our customers and our future.

On 6th March 2018, we will celebrate our fortieth year of being in business. A milestone for Mainfreight and one which we are very proud of. No-one should be more so than our Chairman, Bruce Plested, who had the passion, enthusiasm, energy and belief that he, along with similarly-minded people, could launch and grow a transport business like no other. A logistics business providing quality freight and supply-chain services, where the people of the business would not only contribute to its direction, but also

share in its profits. Where a culture was created that gave everybody the ability to contribute and have a voice; to shun bureaucracy and corporate bullshit at every step; to never, ever forget about quality of service; to be around for 100 years or more ... and on the way, to grow a business of serious scale.

Well boss, I am unsure if we get all of that right, all of the time, however your energy and belief motivates us every day. We have got to twenty-two countries, 248 branches, and are now a family of 7,337 passionate and ambitious people providing logistics services to over 40,000 customers. On behalf of us all, thank you for the vision and courage to get us underway.

To our team around the world, thank you for your energy, intellect and passion for who we are, and for delivering for our customers. We still have much to do, not least finish this financial year with a flourish to improve our delivery and out-turn performance, and find the momentum

to fuel the ongoing growth of our network.

Among all the activities we have before us, I urge you most of all to understand our range of services across the regions as one, encouraging our customers to utilise all that we offer, and wow them with exceptional service.

It has been a busy year for us all, particularly in the past couple of months where all of our branches around the world have experienced large volumes of freight. The dedication from each of you to deliver exceptional service for our customers at this time of year is very special.

We truly appreciate the efforts of every member of our family. Wherever you are in our network, please do your utmost to enjoy the festive season, get some well-earned relaxation, and hopefully have a heap of fun with family and friends.

To Mainfreight and our next 100 years!



P.S. Did you know we have now opened an Air & Ocean operation in Italy? This continues our strategy of growing and intensifying our network. Please reach out to all our customers in search of Italian imports and exports to support our new team in Milan. Viva l'Italia!



## Magazine Directory

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## Australia – Rodd Morgan

**T**eam, please enjoy reading through the next dozen or so pages catching up on all that has happened across our Australian business since our last Newsletter. We are not sure that there has ever been a more exciting time in our local history, as we are really starting to see the sort of growth we expect, not only in revenue and profit, but in the quality, skills and capability of our wonderful people.

The half-year results (covering the period from April to September) are now well behind us but they have confirmed that we are back on the right track with 29% growth in EBITDA and sales growth approaching 14%.

Our primary focus heading into Christmas this year has been to ensure that we maintain our level of service quality and to be certain that we deliver our customers' products to their market place on time, in full and undamaged. This is and always will be our fundamental responsibility. We can harm or enhance our customers' profitability significantly depending on our performance during this period – let's ensure it is the latter. If our physical service to our customers

falters in any way, our improved position will be short lived.

With the sales growth we are seeing coming on top of the expected seasonal surge in volume of around 50%, there is no doubt that our teams across all areas of our business will have been under enormous pressure to maintain our service quality by Christmas Eve – we cannot be more appreciative of the incredible energy and effort that many of our team have shown to ensure our quality is maintained during the busiest time in our history. This sort of superior performance from our people is the very thing that separates our business from the rest and confirms we are all part of something quite unique and special.

Whilst superior quality will always be at the heart of our philosophy, our ability to perpetually grow the business is also deeply important to us. Steady and continual growth, (i.e. profitable growth) is vital in our business as it is the only way that we will be able to provide our customers with an ever improving level of service. Growth drives our ability to open Mainfreight branches in more regions enabling us to have better quality as

we do not have to depend on agents. Growth allows us to offer long-term career paths for all of our team and in different areas of the country and the world. Growth allows us the opportunity to have more and more of our team working in different areas of the business which in turn helps us attract customers who wish to use all of our services. Growth allows us to be able to continue to invest in better and more efficient facilities and technologies that in turn will help us to grow. Growth also allows our suppliers to have the opportunity to grow and invest in their businesses in turn providing us with better service.

We mention this simply to remind each member of our team of the need to keep firmly focussed on providing great quality for our customers so we may continue to have a chance at ongoing success. Growth is our lifeblood.

Perhaps most importantly, growth will see us hopefully honour our commitment to be generating more profit in Australia than we do in New Zealand by 2021 – a prospect we are sure is keeping Craig Evans and his team awake every night!

### Five Things to Do Better in 2018

- 1. Positive Action Team Meetings.** We do not run these meetings well enough and we do not minute them correctly either. Take responsibility to learn what a true PAT Meeting is all about and how it should be minuted. It will improve your world and our business's performance more than any other single action.
- 2. Presentation.** Our best asset is to have 'breath-taking' presentation of ourselves, our buildings, our vehicles – all of the time.
- 3. Do Something Now.** We all face issues or tasks that can seem insurmountable. They will not go away or be solved on their own. It is best to just get started on attacking these problems right now. Even the smallest amount of progress will make you feel much better.
- 4. Organisation.** Make sure that your area of responsibility, be it your desk, your forklift, your dock or warehouse aisle, is meticulously organised and spotless. This is the building block of efficiency and quality and can lead to better profit, better quality and happier people.
- 5. Collect our Money.** We always pay our suppliers strictly on time – no exceptions. We therefore expect that our customers will pay us on time. It is very poor leadership for businesses to hold out on paying their suppliers and is usually only because they are struggling or are greedy. Push hard for us to be paid on time and do not be afraid to challenge customers who refuse to pay their bills promptly.

Many of our team will be working through the Christmas and New Year period which is greatly appreciated. For those taking a break, please enjoy yourself and spend time with your families.

Finally, thank you to each member of our team for your personal efforts that this year have helped drag our business back toward the sort of financial performance that we can be proud of.

We have plenty to do but we can head into the New Year with some satisfaction and enormous anticipation of what we can achieve into the future.

## **Merry Christmas. Please enjoy your hams!**



### **Group Branch Managers Conference September 2017**

Back Row: Steve Phillips, Jesse Gray-Morgan, Jason Kennedy, Rifet Gorovic, Rodney Steel, Riyaz Jordan, Liam Thompson  
4th Row: Liam Hastings, Martin Wierzbicki, Damien Denning, Ben Keane, Steven Beaumont, Nick Marshall, Charlie McDermott, Riki Tipene  
3rd Row: Dean James, Corey Braid, Debra Carr, Travis Dellar, Mathew Coles, Aaron Bond, Dave Coughlin, Shane Zielonka, Grant Morrison  
2nd Row: Bradley Thacker, Chris Barnes, Greg De Lautour, Steve Butler, Tony Naumoff, Ogi Vuksanovic, Valentin Teles, Kevin Babbington, Paul Fraser  
Front Row: Jodie Dirksen, Nigel Leggett, Paul Bellamy, Ashley Taylor, Jade Fogwell, Craig Smith, Scott Knight, Jocelyn McCagh

## **Australia Transport – Bryan Curtis**

**O**ur results for the first half of the financial year, April to September, have been released and confirm our progress towards achieving the goal of exceeding New Zealand's profit by 2021.

Revenue growth, gross margin percentage, overhead costs as a percentage of revenue and profit have improved compared to the same period last year. Over the last few months we have seen a dramatic increase in volume through our depots which has put pressure on all of us. We thank you for the hard work that

each of you has put in, particularly our operations teams, in ensuring that we maintain high service levels for our customers.

Our business is dynamic and continues to change at breakneck speed. Our ability to adapt to those changes whilst still maintaining the highest quality standards for our customers is the only way that we will continue the growth that we have seen in recent times. Part of this is to expand our network and control more of the last mile delivery to our customers on Mainfreight vehicles, in areas that we do not do now.

The recent appointment of new branch managers in Geelong (Sander Vreeburg), Bendigo (Claude Ayrton), Toowoomba (Aaron Fuery), Sunshine Coast (Jessica Cuming) and Townsville (Marla Costabeber) is the beginning of this process and paves the way for more branches to be opened in the near future. This will create opportunities for team members who are prepared to move to regional areas to take on these exciting challenges and drive our Air & Ocean, Logistics, Owens and Transport revenue growth.



First chilled consignment ex Canberra to Singapore



A great example of this was the recent movement of the first chilled airfreight consignment from Canberra to Singapore as a result of the collaboration between the Sydney Air & Ocean and Transport Canberra teams.

We are also seeing a number of efficiencies in regional areas that was not possible a few years ago, with Albury and Canberra working together to co-load line-haul units direct to Adelaide and Brisbane rather than tranship through Melbourne or Sydney.

Chemcouriers again held Total Quality Management (TQM) meetings in



August with a great turnout, especially in Sydney where 112 team members including line-haul owner drivers attended. We were delighted to have

Debbie Tibbles from Dow Agro Sciences, the foundation Chemcouriers Australia account, present to the team.

## Tasmanian Milk Run – Contributed by Tai Etuale & Warren Logan, Mainfreight Epping

Over the past few months our Australian Transport business along the eastern seaboard put their heads together to find a new way of moving our customer's freight to Tasmania and put a solution in place.

For team members of the wider Mainfreight family who may not be as aware of the Australian Domestic Transport landscape, delivering freight to the 'Apple Isle' can be one of the trickier lanes to service with a necessity to cross the seas of Bass Strait adding an extra layer of complexity.

This new initiative is a credit to the strong relationship forged both with Tasfreight and the Spirit of Tasmania shipping vessel, our partners when it comes to servicing our customers'



Spirit of Tasmania – Milk Run

receivers on the Apple Isle. The 'One Mainfreight' approach adopted by our Brisbane, Sydney and Melbourne Transport Operations has been key to the success of this new way of moving

freight that offers greater utilisation, efficiency and a significant improvement in transit times to Tasmania.

And for those younger Gen Y team members who might be unfamiliar, the phrase 'milk run' originates in Western culture, in which the distribution of milk bottles was formerly carried out by a milkman. On his daily route, the milkman would simultaneously distribute the full bottles of milk throughout an area, and also collect the empty bottles. After the completion of the round trip, he returned with the empty bottles back to the starting point.

The terminology is now also applied in the freight and logistics industry regarding movements that take a similar efficient looping pattern.

Below is a snapshot of Mainfreight's Tasmanian Milk Run:

### Friday

- A fully loaded Mainfreight B-Double is sent from Melbourne (MFT Epping) to Brisbane.

### Monday

- The B-Double arrives into Brisbane at MFT Larapinta where the full unit is unloaded.
- The A-Trailer is reloaded with freight bound for Tasmania.

- The B-Trailer is loaded with freight bound for Sydney.
- On Monday evening this fully loaded B-Double departs Brisbane, headed southbound for Sydney.

### Tuesday

- B-Double arrives into Sydney at MFT Prestons.
- The Sydney bound freight is unloaded from the B-Trailer and sorted into the appropriate bays for local delivery.
- Half of the B-Trailer is then reloaded with Sydney freight bound for Tasmania.
- The other half of the B-Trailer is loaded with Sydney freight bound for Melbourne.
- The fully loaded B-double departs Sydney headed southbound for Melbourne.

### Wednesday

- B-Double arrives into Melbourne at MFT Epping.
- The Melbourne bound freight is unloaded from the B-Trailer and sorted into the appropriate bays for local delivery.

- The resulting empty space on the B-Trailer is loaded with Melbourne freight bound for delivery into Tasmania.
- The now fully loaded unit with all freight bound for Tasmania is loaded on the Spirit of Tasmania vessel to cross the Bass Strait.

### Thursday

- Spirit of Tasmania docks in Devonport, Tasmania and freight on our B-Double is unloaded for Tasfreight to make final mile deliveries on Thursday / Friday depending on delivery locations.
- B-Double remains in Devonport and travels back to the mainland via the Spirit of Tasmania vessel on the same day with any freight that we have available.

### Friday

- B-Double arrives into Melbourne again via Spirit of Tasmania vessel.
- The 'Milk Run' completes a full circle with our unit ready to be loaded again for travel to Brisbane on Friday evening.

A round trip of 4,331 kilometres – well done team!



**Clayton Tug**

The Clayton team is very proud of their new tug used to pull trailers around the depot.  
Note the B-Double trailer referred to in the Milk Run article.



### Profit Pledges – Newcastle Depot

We like this display at the temporary Newcastle depot of pledges and plaques – note the plaques are lined up under the corresponding year that Newcastle achieved its pledge – a nice touch.



As a small regional branch which has struggled at times, Newcastle's Week 43 profit came with a heap of smiles!  
(L-R:) Front - Nicola Thompson, Michael Zhou, Zach Jenkins, Jahmal Batchelor Back - Sean Felix and Leonie Blundell

## Things to do better:

- Ensure we continue to hold our weekly Positive Action Team meetings in these busy times.
- Ensure our Depot Systems are being adhered to religiously.
- Continue lifting our presentation – be it our vehicles, our facilities or ourselves.
- Look for more efficient ways to move our customers' freight.

**Thank you again for all your efforts and we wish you a merry Christmas and a happy New Year.**

## Australia Logistics – Simon Hart

**C**hristmas has arrived early this year! We are truly grateful to the teams that have worked relentlessly to manage the growth without compromising our service quality. We have had our challenges, however it is particularly pleasing to see how our people have responded under pressure.

We are a growing business, which has been made possible due to the performance of our people. As a result we will see new facilities opening in 2018 for Sydney, Brisbane, Melbourne and Perth!

Sydney's Kookaburra Road facility is due to open in August 2018. It is 26,000m<sup>2</sup> with a capacity of 34,000 pallet spaces. It will be our largest facility in Australasia in terms of pallet capacity. New facilities come with opportunities for team members to take on new challenges and we are fortunate to have a healthy pool of talent.

In August, Riyaz Jordan, Andrew Robinson, James Robertson and Rowan Cooke completed the 100km Oxfam walk in 31 hours, fundraising \$7,500. They walked through the



Kookaburra Road, Sydney – Logistics

night without sleep! It was a great effort and thank you to the customers and team who kindly supported their cause with donations.

Christmas is a time to reflect on the year with family and friends.

We, as the Mainfreight family, are thankful for the dedication to delight our customers and the focus on safety that the team has shown during our busy period.



L-R: Andrew Robinson, Riyaz Jordan, Rowan Cooke, James Robertson

Our commitment to quality is paramount. Our intent as a team is not to deviate from our processes that we deem best practice. We will never walk past a challenge. You have proven the formula works, outstanding quality produces profit.

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

## Things to Build On in the New Year:

- Meticulous attention to presentation: Our image is everything. Never walk past a piece of rubbish on the ground. We are proud of our world class facilities and they should always look world class, this also includes the dunnies!
- People: 100% of our new team members must be promotable in order to help us achieve our aggressive growth goals.
- Health & Safety: Every team member deserves the right to feel safe at work. Health and safety starts by taking personal responsibility for yourself and others that work around you. Take the lead, apply discipline at the coal face and set an example for others.
- Training & Development: We will continue to invest in training. Those who have been selected for training courses have a responsibility to take the knowledge learned and impart it to others once they return to the branch.
- More recycling: We all need to look at how and what we recycle with the view of doing more. An unfortunate by-product of our business is waste and we must look to Reduce, Recycle, Reuse or Remove!

## Brisbane, Larapinta

During the course of 2017, Mainfreight Logistics Larapinta hosted three Year 12 students from Glenala State High School and one student from Seton College for work experience, through the GenR8 Student Programme.

One day per week over eight weeks Benjamin, Mussie, Josephine and Harrison completed a variety of warehouse tasks from general housekeeping to Picking, Packing and Checking Orders, as well as reworking and they also assisted in building first aid kits.

The students quickly learned many skills to help them as they enter the work force in the coming years, and even possibly become future Mainfreight team members!



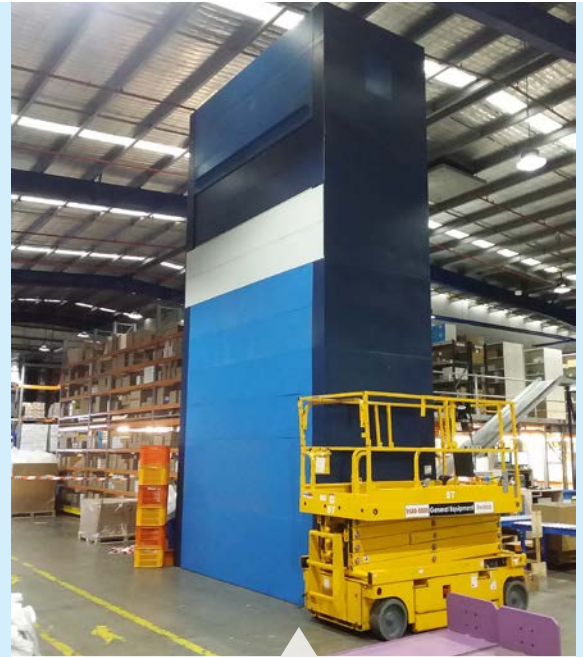
Josephine Ah-Ching being congratulated by Paul Fraser

## Melbourne, Noble Park

Another exciting year at Noble Park! The team is certainly not getting used to my French accent, which may explain the overall good mood and high morale in the branch despite the heavy volumes of the peak season.

Over the past few months we have seen a number of team changes with new accounts coming on board and the introduction of a vertical carousel in our operations. Vertical carousels allow small products to be stored very efficiently in a limited amount of space. Being automated, the machine automatically brings the goods to the picker which improves picking performance as well as our warehouse utilization. We are currently studying the benefits that this new piece of technology has on the operations through productivity measurements.

We take this opportunity to thank our team for their unflinching positive attitude and resilience throughout the year which has contributed to the delivery of excellent quality for our customers.



Noble Park's new Carousel

## Perth

The last six months at Perth Logistics have seen numerous changes and significant growth through new business, which sets us up for an exciting peak period. The team farewelled Kendall Anderson in July – we are very thankful and appreciative of the commitment and contributions Kendall has made as branch manager, and we wish him all the best with Transport in Adelaide!

Despite the operational challenges that come with increased volumes, the team has been fantastic in rallying together to get the job done. They should be very proud of themselves for continuing to deliver high quality service and being proactive in adapting to our new customers' business requirements.



L-R: Todd Vallerine, Jake Bungert, Cameron Moore, William Tuheke

We have also welcomed some new faces to the team over the recent months, and it has been great to see them seamlessly embrace the culture and contribute to the success of the branch.

We will look to build on the warehouse efficiencies we have put in place so that we can continue to generate healthy profits moving into the New Year!



## Sydney, Erskine Park

Officially going live one year ago, with our first account starting on 9th December 2016, our Erskine Park Branch has grown rapidly. Fast forward to today and we have implemented three major accounts and have grown the team to 36 full time team members.

Over the past six months we have started to find our feet, focusing on our level one picking as well as equipment utilisation through using low level scooters to replace high reaches. This has only been successful through the hard work in setting up areas for level one pick paths starting at low 65-70%. We are now regularly hitting the 95%+ across the site including Eastern Creek.

Our main goal for the tight five is to grow the culture of Mainfreight by helping our team understand and embrace it.

It's has been an absolute fun ride thus far and we are excited for what the next 12 months has to offer.

The Sydney Logistics branches enjoyed a combined Mainfreight Awards Night recently – a really great opportunity to share war stories and celebrate some successes.



Mainfreight Awards Night  
(L-R:) Shaun O'Reilly, Daniel Payne, Susila Ika, Scott Forsyth, Aaron Rossiter, Shane Zielonka



Mainfreight Awards Night – Spirit of the Year  
Shane Zielonka presents the award to Michael Jackson

## Australia Air & Ocean / CaroTrans – Grant Draper

**W**e love **LCL** freight! **Less** than a **Container Load** of freight (for example just a few pallets from many of our customers) is loaded into one container by Mainfreight to fill it up to its maximum level. This is a very efficient way for our customers to move smaller loads of their goods around the world and through the Mainfreight network. Our program of consolidating this LCL freight and delivering it as fast as possible to the required place is very popular, especially at this time of the year when the peak season is pushing seafreight rates up to record high levels.

Our sales teams are bringing on much more of this LCL freight and as a business we are excited about moving our customers' goods to all our Mainfreight locations around the globe both by sea and by air. I challenge you all to learn even more about this exciting part of our business.

Our sales growth had a slow start to the year and now at the half way point of the year we are seeing some sustained growth with many great customers joining us and starting to feel what it is like to be part of the Mainfreight experience.

Thanks to all of our team for what you have done over this peak freight season, it has been a test of our skills and endurance on both seafreight and airfreight. The recent turmoil in the shipping lines with receiverships, new alliances and increased demand coming into summer has drastically reduced the capacity available and made it difficult to obtain space for our containers on the ships. The hard work you have done to get the freight to where it should be over this time is greatly appreciated.

We live in ever changing times and I am sure with hard work and perseverance the New Year will be an exciting and successful time for us all.

**I hope you and your families have a happy and safe summer holiday period and a merry Christmas.**

## Sharks on a Plane – contributed by Lisa Harrison

Over the last month, the Sydney Perishable team had the opportunity to assist in the movement of five adult Lemon Sharks from Sydney to a new aquarium in Changcha, China.

The movement was coordinated over two flights on a Hainan Airlines passenger service, three sharks on the first flight and the remaining two sharks on the second move.

As the flights were in the early morning, the team worked through the night on both occasions to ensure the safe movement of these endangered animals.

All five sharks arrived safely and are doing well in their new home. Upon arrival into China the veterinary team swam with the sharks for 5-10 minutes to ensure they were in good shape.



The team members involved were Lisa Harrison, Sophie Hill, Darren Bird and Theo Billing.

Stay tuned as we have been requested to assist in more aquarium movements over the next six months.



## Experience across the Brands, contributed by Ben Keene, New Branch Manager Newcastle

July 2017 saw the start of the next chapter in my Mainfreight career, as well as a move to another Eastern State in the greatest country of them all.

From Clayton, Victoria to Larapinta, Queensland with Mainfreight Transport, Metro and Chemcouriers to Newcastle in The Hunter Valley, NSW for Mainfreight Air & Ocean, it has truly been a whirlwind five years with Mainfreight. Over the journey that has led me to NSW I have been lucky enough to have a variety of roles that started with the Graduate program. The PM shift in Clayton was the start before heading on to Customer Service, Sales Support and a Sales Executive role before making the move to the Sunshine State to

become Branch Manager of Mainfreight Metro in Brisbane and then Chemcouriers Brisbane.

Seeing the huge change in the business over the 5 short years I have been with Mainfreight and the scope and growth of the work that we now conduct across the globe, it made the choice to jump brands to Air & Ocean an exciting one and one that I am grateful to the business for affording me.

As for the Newcastle Air & Ocean Team we are geared up for a huge 24 months. We will be moving in to a new facility in June which will solidify our presence in the Hunter Valley. With such large volumes from the Asian Trade Lane coming in to the



Hunter Valley area we will need to focus on our LCL and US offerings to boost our business.

## An Exciting Grape Season Ahead – contributed by Travis Dellar

The 2015-2016 season saw the Melbourne Perishable Branch handle approximately 80 FEU Export Reefer Containers of grapes from Melbourne to China and Hong Kong.

The 2016-2017 season is now complete and our branch handled approximately 250 FEU Export Reefer Containers of grapes to the same destinations. Bring on the 2017-2018 Season where our prediction is we will handle a minimum of 500 FEU Export Reefer Containers!

Loading from the Riverina and Sunraysia regions Mainfreight is now becoming a familiar name with growers and exporters as a competent freight forwarder who can handle all the requirements of loading and exporting fresh grapes under cold treatment programs from Melbourne.



With the prediction of an excellent harvest this coming season we are very keen to assist our growing customer base with both Air and Sea export solutions.

## Branch Managers Find the Best Way to Work Together – contributed by Jodie Dirksen

In August our “Team Uluru” Branch Manager group (Perth, Adelaide, Townsville and Newcastle branch managers) held a meeting in Adelaide to share and strategize.

After the boardroom discussions were complete the team had a chance to meet and get to know some of the Adelaide grads.



(L-R:) Kanesh Sivashankar (MAO Adelaide Grad), Jess Hautop (MAO Adelaide Grad), Ben Keane (MAO BM Newcastle), Chris Barnes (MAO BM Townsville), Jodie Dirksen (MAO BM Adelaide) and in front Jocelyn McCagh (MAO BM Perth)

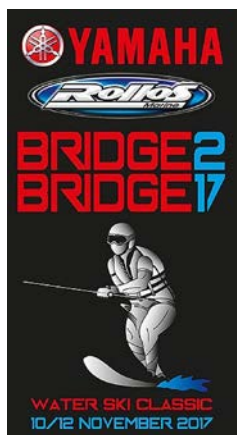
## Brisbane Helps Australia Take on the Kiwis in the Bridge To Bridge Race – contributed by Joe Castellana

This year, Mainfreight Brisbane again assisted the Aussie Team in moving vehicles and equipment to New Zealand for the annual Bridge to Bridge Race.

The event takes place on the weekend of 10-12 November, with

seven components, the pinnacle of which is the Long Race that is an 82km flat out sprint, against the clock from Cambridge to Taupiri and back to Hamilton. This race attracts the best ski racers from North and South Islands as well as plenty of Australians from across the ditch. Last year the

Aussies came second and are hoping to burn the Kiwis and take out first place this year. Mainfreight will be handling the loading and export to New Zealand as well as the return of all cargo, hopefully we have some space left over for a 1st Place Trophy!



## Sales Success Stories from Perth – contributed by Jocelyn McCagh

We recently sent one of our own, Stefanie Schroeder from our Sales Team, to Germany for a National Campaign. This trip was eye opening for her and she was extremely excited to be in her home country meeting our team in Frankfurt and having the opportunity to catch up with the team in Rotterdam. It was a very successful campaign with orders from three new customers already received since her return. Stefanie's ability to talk to prospective German customers in their own language was invaluable and has provided a model for future sales campaigns overseas

We have also welcomed Olivia Marrett to the sales team at the beginning of October, she has begun as Sales Executive for CaroTrans Perth & Adelaide and has seen



(L-R): Stefanie Schroeder, Marcel Frank (Sales Manager South) and Patricia Cuppari (Inside Sales)

gains from the market already. She will begin sales for Mainfreight in the New Year as well.

## Things to Think About This Year

- Our customers are why we are here; talk to them and let them feel the Mainfreight culture.
- The presentation of all our sites needs to be perfect every day, make our offices and stores as good as our trucks look.
- We are all in sales, our quality and service directly affects the growth of our business.
- We are airfreight, it is urgent make it happen fast.
- We have a global network, we are proud of it, talk about it with our customers in Australia so we can fill it with freight.
- We are online to our customers, the accuracy and speed of the information we provide is very important.

## Owens Transport Australia – Mike Reid

In what has been at times a difficult and challenging year, a big thank you goes to our team for your work to improve service levels for our customers. Opportunities have been created, and those that have been hunting and proactively prospecting for those opportunities have seen the results.

Recent financials have seen some much needed improvement; we still have a hell of a lot to do to get where we need to be but this is a pleasant and positive change. After several years in the wilderness, it is time for us to start paying our way and finally getting financially in front (and out of the red). There have been many extra hours put in, jobs shared, peaks managed, crises avoided. The outcome of this extraordinary effort has meant we finish the year with our Owens name intact, our quality improved and a business that is ready for whatever comes next.

Our mid-life crisis in Melbourne has been eased with the arrival of a new home which the team moved into at the end of September. This purpose-

designed and built site is just fantastic and raises the bar when it comes to property within the container transport market.

The last 12 months has been enormous for the Owens Melbourne Team. Twelve months ago we were operating in a sub-leased yard in Laverton making preparations to move the office team in with the Mainfreight Air & Ocean, Tullamarine team.

Our time with the Tullamarine team, 10 months in total, was a truly wonderful time for the team. Great long-lasting relationships were built and we got the opportunity to walk a mile in each other's shoes. This gave both teams an understanding of pressure points and we got to know each other's business and how they contribute to the business as a whole.



Our new Melbourne home

The team at Mainfreight were very welcoming and accommodating and the memories will last forever. The environment built there with the two teams becoming one was a truly enjoyable experience.

The dream of our new facility has now become a reality and the feeling within the team is electric. For the first time Owens Melbourne has a flagship site that we could not be more grateful for and proud of. Our site in Altona gives us a holding capacity of 770 TEU, 16 onpower reefer containers all within easy access to the ports and Melbourne's major arterial routes. The future of the business is bright as we look to have a rail spur built in the near future at the edge of our facility. This will bring with it a competitive advantage currently unmatched in the Melbourne market. With Melbourne being Australia's largest port by volume, the up-side and potential for growth is an exciting prospect.

We have been able to work hand-in-hand with the team at Mainfreight Epping to set up a northern hub for the staging and shuttling of containers to our customers in the northern corridor of Melbourne. This hub gives us greater fleet utilisation, greater staging capacity and most importantly it increases our on-time delivery performance which gives us a greater ability to delight our current customers and attract new ones. This is a great example of all brands in Melbourne working together to achieve a common goal of continual business growth and profitability.



Melbourne Sales team Tom Redmond, Nathan Zara, Blair Cooper.



Matthew Coles Melbourne Branch Manager in the new home

The next 12 months will be both challenging and rewarding and we are in the best available position to take full advantage of the potential we have in front of us. We hope to see improved results coming from the branch in the very near future. When in Melbourne no trip should be complete without a visit to our new facility. The doors are always open

and the team is friendly so you will always be welcome.

Our Brisbane branch continues to grow with regular profits, and sales growth with significant increase in volumes. The new state-of-the-art Super B-Doubles are up and running, giving us a leading edge in terms weight and technology against our competitors, being able to legally cart



Super B at the Brisbane port

119 tonne gross within the Brisbane Port infrastructure.

Adding to the pre-Christmas rush, we have a large influx of containers coming in over the next couple of months for the 2018 Commonwealth Games.

The Games start on the Gold Coast in April next year and our operations team are looking forward to this challenge as well as the normal end of year rush! Thanks to the sales team for the great work in getting this project over the line.

With our Sydney volumes starting to increase and more volume moving out west due to the ongoing traffic congestion, we need to start thinking about the options of looking for a satellite depot out west which will provide us with the ability to run at night and deliver containers to and from a satellite depot to our customers during the day.

The slowing economy in Perth means now more than ever, our team needs to be stronger, smarter and to be grabbing the opportunities that still exist in this large market. We are in a global marketplace and in these times



Some new trailers arriving in Brisbane to help with the extra volume

we must be aggressive in competing and ensure we keep growing our business while controlling our cost structures. Keep up the good work team and let's not let our guard down.

It is our special people that create the difference that separates us from the competition. In these times it is dedication, commitment and passion for continual success that distinguishes us from the rest.

We must continue to drive for increased quality in everything we do. Our service to our customers, our dealings with one another, our operating processes, our margin returns. Continued emphasis on our training is imperative for our success. Support for our other business brands is critical to our long-term growth and ability to continue to provide opportunities for our team.

**To all the Owens team and your families, thank you for all of your hard work and loyalty over the last twelve months. The challenge has only just started, the market dynamic continues to shift and we must change and adapt accordingly.**



The Brisbane Team

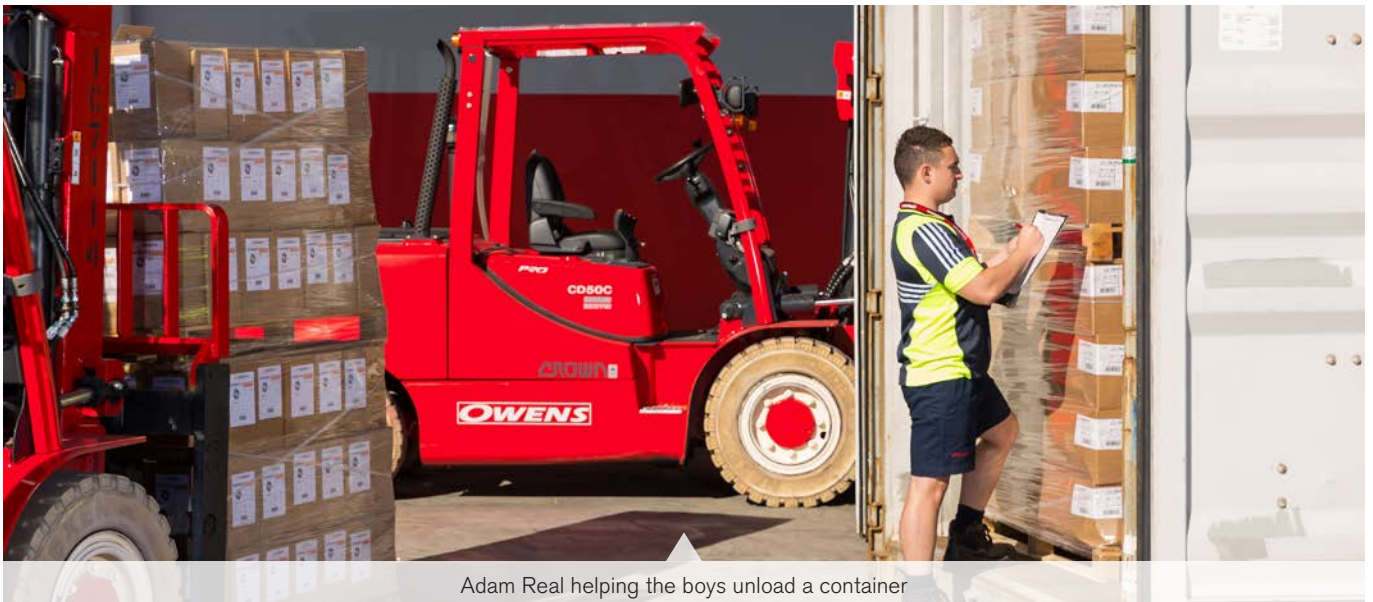
Front (L-R): Shareen Ali, Niki Londy, Kristie McKenna, Adam Real, Dana Powell, Brendan Franklin, Tim Stewart  
Back (L-R): Paul Bellamy, Des Bertram, Kelly Shortall, Brit Reynish, Darren Copland, Nathan Flynn, Jamie Davis

## Things to do better:

- Delight our customers every day.
- Take time to really question things.
- Continue to find reduction in costs.
- Be accountable and take responsibility.
- Have an uncompromising attitude to our standards of operations and image.



Aaron Fuery has moved to Mainfreight Toowoomba to take up the Branch Manager opportunity. We had a going away dinner for him on Friday night. (L-R:) Nigel Leggett, Tristan McFarlane, Samantha Cox, Frank Booth, Aaron Fuery, Gemma Philpott



Adam Real helping the boys unload a container



One of our Perth trucks heading interstate with an over-length load.



## Europe – Ben Fitts

**W**e're onto something very exciting here Team! We have a business to be proud of that is growing fast, and a supply chain offer that appeals to some of the world's leading brands. Europe is turning Mainfreight **blue...er** by the day!

We are sitting on a world of potential. Let's work together to deliver on that potential. The physical tools are there – or at least on the way – with new buildings or branches in Milan (IT) Air & Ocean, 's-Heerenberg (NL) Logistics and Ghent (BE) Logistics delivered this year. Born (NL) Logistics and Zwijnaarde (BE) Forwarding sites are underway now with delivery expected by April and May '18 respectively. Sixty new Mainfreight trucks and 68 trailers

will ply Belgium's roads next year. But fancy buildings and nice looking trucks won't be the measure of our success ...

There is no magic formula to enable us to deliver on our potential. Focus only on the things that matter. If it is beyond your control, don't waste your time on it. If it's in your hands, give it everything you have.

Remember; quality rules above all else, be vigilant about cost control, do what we say we will do, pay attention to the detail – it matters and our customers notice. Make decisions and keep marching forward. These things are simple, but not always easy, and we can do better.

There's a phrase much used around the business here, 'Revenue is vanity,

Profit is sanity'; revenue growth has been great so far this year but we must be more effective in turning this to profit. Margin improvement is crucial if we are to realise our potential. Don't underestimate the impact that you can have on this.

The strength of our supply chain offer here has increased this year. We are competing with and beating the big guys, and customers like the fresh and flexible approach that we bring to the table. Let's not ever lose sight of that. Our flexibility does make us different.

We have turned the spotlight onto Belgium for this update to give everyone an idea of how much we believe in our potential in this key market. We're backing our Belgian team to deliver.

**Team, Happy Christmas, please take what time you have over the coming break to relax, recharge and catch up with family and friends. Thanks for all that you have done this year and bring on 2018!**

## Europe Forwarding and Transport – Frans Zuidgeest

**W**ithin the European Forwarding and Transport teams a lot of change is going on: building a stronger business. The business together with the support teams are working on IT, new facilities and process improvements.

The implementation of Mainmove (our new transport management system) is progressing well in The Netherlands. Increased transparency and visibility is a result of this, teams are able to process more shipments. Priority in the coming months is to complete the implementation in The Netherlands and start the European roll-out. In Belgium we are investing in two new crossdock facilities, Genk is operational since July this year, Ghent (that replaces Ostend) will be ready in April next year. Having more square

meters and (very important) more doors for rear loading, will enable further growth and increased efficiency. We start to see this growth coming through in Belgium and on top of that experience that we are an interesting partner for European Forwarding networks. We wish the teams a lot of success in achieving the targets!

The streets in Europe will be colored more and more blue. In the course of next year 85% of our trucks will be branded Mainfreight, this includes the first B-train in The Netherlands. Other European countries are in the process of allowing these longer trucks on the roads. A perfect solution combining increased efficiency and reducing our carbon footprint. Soon we will also start with the first pilot project delivery by electrical truck.

The overall market starts to lack capacity, although it differs from week to week the trend starts to show the lack of drivers across Europe. A lot of movement of drivers across countries is the result. Important for our Transport teams, making use of our teams in the best way and hiring more drivers. 'Having the capacity makes that we can get the freight...'. European legislation will further develop bringing up new compliance questions that need to be dealt with.

Handling 35,000 shipments, just last week, in our European network with a mix of Mainfreight and partner branches generates a lot of transactions. All these transactions have a potential for improvement; imagine what €1 per shipment would do. We have over 1,100 team



members driving trucks, on the crossdock, planning, in customer service and sales. Combining all their good ideas and bringing them into practice will in the end make a difference. To the leadership teams the task to create the sense of

urgency and the environment focusing on improvement: communicate, share and understand that PAT is not only a meeting.

The marketplace is changing with increased volumes, tight capacity and cost increases. Our answer on this:

improve our performance, secure quality and ask the right price for our services.

To conclude with a saying on the back of one of our trucks driving home in the evening: 'It's simple not easy'...

## Europe Logistics – Dick Betlem

Looking back at the past six months our Ready, Fire, Aim attitude was of great value to the Logistics team. Thanks to the superb commitment of our team we were able to implement new customers like Greif Tri-sure and the e-commerce solution for John Deere Merchandising.

Due to positive economic growth in Europe also our existing customer base grew significantly in volume. Our customers have a high appreciation for our pro-active and flexible attitude in how to deal with current challenges that the volume growth brings.

At the same time we need to keep focused on keeping things simple. Delighting our customers is a great attitude but it should not turn into making processes too complicated and complex or we lose efficiency. This is an important area of focus.

This pro-active attitude is also necessary when it comes down to our

recruitment process. Unemployment rates are decreasing rapidly due to the growing economy. Focus on the recruitment process by means of intensive searching and reference checks is of the highest importance. Hiring decisions are the most important decisions we make.

As an outcome of our continuous improvement program we are working on mechanization solutions in our operations in order to be able to process the growing volumes of some customers in the future.

Due to these exciting developments new buildings are necessary. In Romania we have expanded our warehouse from 15,000m<sup>2</sup> to 20,000m<sup>2</sup>. In The Netherlands we opened a brand new 24,000m<sup>2</sup> warehouse last July. Next March another new Dutch warehouse in the South of The Netherlands of 24,000m<sup>2</sup> will be opened.

In Belgium, Ghent, 8,500m<sup>2</sup> was open for business last September.

The good news is that before these warehouses are finished we have already filled them with existing but more importantly new customers. It is clear that the Logistics business development team understands the secret of a successful sales process really well!

In summary: the future looks exciting for Logistics in Europe, as long as we retain our flexibility and focus. It therefore also makes me really proud that I can hand over such a successful business to Liane Philipsen at the start of 2018. I'm sure she will make sure that the Logistics footprint in Europe will be further expanded. Personally I will continue to work within the Logistic business unit in Business Development and the many projects that the Logistics operations have on the go currently.

## Europe Air & Ocean – Jason Braid

It's been a good year with lots of positive changes taking place around our business, but as we all know this doesn't always come easy, so we'd like to take this opportunity to thank you all for your continued hard work, passion and commitment to Mainfreight.

We've seen good growth this year, not only in terms of revenue and profit, but also in regards to our branch network. The opening of our Milan, Italy branch in September means we now have 11 Air & Ocean branches spread across 8 European countries, and we will continue to open additional branches

in the year ahead as well, with our second German branch opening in Hamburg early in the New Year.

As we continue to expand throughout the region, we are constantly reminded of the enormous potential these markets hold, however we must ensure that no matter where we are located, our customers experience the same exceptional levels of quality and customer service they have come to expect from us.

Of course this not only holds true with how we deal with our customers, but also in the service we give to our

Mainfreight brothers and sisters around the world. It's so encouraging to see the stronger relationships being built throughout our business, but please remember to email less and use the phone more. This not only helps in responding to our customers faster, but also in building better relationships with our team mates around the world.

The development of our team and the growth in our culture this year has been great, there is no doubt that the Mainfreight culture is alive and well within Europe. Whether it be the Mainfreight tradition of putting on

BBO lunches for our customers by way of our new BBQ Trailers, the emergence of Air & Ocean induction courses for all new team members, or in delivering buckets of apples; lots of good things are happening and we thank you for driving this forward.

Whilst we have seen our business take a big step forward this year, there

is still a lot of work to be done and sales growth remains paramount. This expectation of increased sales not only rests on the shoulders of our sales team however as we all have a big part to play in this. Please don't underestimate the positive impact you can all make each and every day; sales really is a team effort.

Team, it's been a busy but fun year and one that has set a foundation for us to build on as we move into 2018. It's exciting to see all the good things happening around the region and the results are starting to reflect this; lots to do but we're on our way! Thank you.

**Merry Christmas**

## Belgium Focus

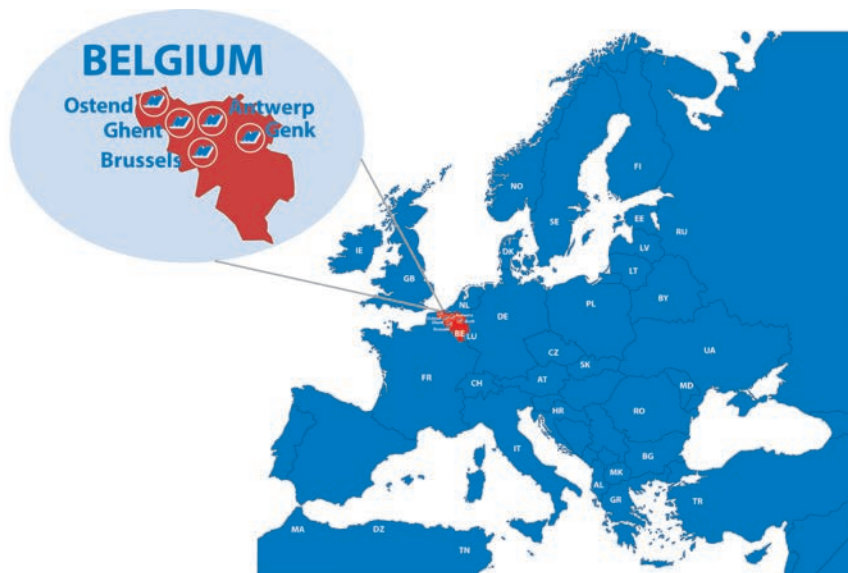
### Word from Frederik Gielis – Branch Manager Logistic Services Ostend and Ghent

In September, we have opened our new warehouse in Ghent.

This opening illustrates the evolution that Mainfreight Logistics in Belgium has gone through.

Over the past years, the Ostend team has worked very hard to create a good relationship with the customer and has established solid profitability. This is the basis on which we can build for growth of existing and new customers in Ostend and Ghent.

In order to grow successfully, we are putting the Mainfreight culture into practice. More and more, this becomes visible. Not only in branding, blue trucks, and offices, but also in team members showing their passion for



the job and getting more responsibility in the process. We are not there yet and we have to keep working on promoting this every day of the year.

Team, thanks for the great work done so far. We have a lot of changes and projects coming up: Direct Deliveries moving to a new warehouse,

Implementation of new customers in Ghent, demand management project for Production Parts ...

The challenges are huge, but opportunities for our team members come along with them. We count on all of you to continue our progress.

### Word from Maarten Vannoppen – Branch Manager Forwarding Genk

Mainfreight Genk can look back at a lot of important changes and developments in the last months. A very important milestone was the move to the new crossdock in July this year. Therefore the team would thank the Mainfreight organization for the trust they receive. With this brand new facility our team is completely ready for the future, and we are happy that we already see an increase of volume and turnover. In the coming months, we will focus on team development, further increases in turnover and finalize the implementation of several important projects.

### Word from Tom Oosterwaal – Branch Manager Forwarding and Transport Ostend

The building of a new crossdock in Ghent is a big step towards profitability of our Forwarding activities in Belgium. This move will help us increase efficiency and substantially reduce our driven kilometers. The geographical location in combination with the new fleet will make us visible and will help us to put Mainfreight on the map in Belgium. We are very proud to work for Mainfreight and to get the possibility to realise this project!

A lot of challenges are ahead of us as we are questioning and reworking our processes while preparing the move and while designing the building for perfection!

Challenge and priority number one is to keep as many drivers as possible in our company to join us in this move and to attract and hire enough new drivers to be able to deal with the volumes. This is not easy as there is a structural shortage of drivers on the Belgian and the European market, but I am confident together with my team we can make this happen!

## Word from Patrick van der Hoek – Branch Manager Ocean Freight Antwerp

In May 2016 our ocean freight department moved from Brussels to its own location in Antwerp. Since then we have proven to be a stable branch and now is at the verge of taking the next step in the development and growing the business.

We have 6 passionate team members with knowledge of the Belgian ocean freight market. We are proud of the fact we have established this solid team with experienced team members. With the developments in Belgium we are even more capable of offering excellent services to our customers. Team, thank you for your commitment and passion!

## Construction of Cross-dock Ghent – Belgium

Construction has started on our new cross-dock in Zwijsnaarde, near Ghent. The new crossdock will replace the old one in Ostend and is expected to be fully operational in May 2018.

The new cross-dock will be built within only 7 months. The new building will rise next to one of the most important highways in Belgium (E40), visible for thousands of people driving by every hour. It will be perfectly located at the crossroads of the European highways E40 and E17. The new building is an important chapter in the ongoing development of Mainfreight in Belgium.

The site will give us the chance to operate from a top notch location to improve our quality, efficiency and

## Word from Christine Tisson – Branch Manager Air Freight Brussels

The year 2016 was one of changes for our Air & Ocean division in Belgium.

- Moving our ocean freight department to new location in Antwerp in May 2016
- Moving to location in same industry area for our airfreight department in October 2016
- New branch manager for both our air freight and our ocean freight division in Belgium. Patrick Van der Hoek took the role as Branch Manager of our Antwerp branch in January 2017 and myself, Christine took the role as Branch Manager of our Brussels branch from mid February 2017.

2017 is the year to take Mainfreight Air & Ocean to the next level and put Belgium in the picture.

Our ambitions are put into writing, the fundamentals are in place, we started to build and we will keep our focus on growing and moving with pace.

- Together with a strong passionate team writing our success story
- Together with the entire Belgium team, together with all European branches and different divisions, together with all overseas locations. Together joining our strengths, will make us grow.

We are on right track but we need to move with pace now.



price in a Mainfreight worthy way. This will sharpen our competitiveness in order to become a profitable branch.

The new cross-dock will be another important Mainfreight milestone in Belgium following the recently completed cross-dock in Genk and the new Logistics site in Evergem, also near Ghent.

Some facts of the new facility:

- 8,180m<sup>2</sup> crossdock
- 1,200m<sup>2</sup> offices
- Own cooking canteen
- 64 loading / unloading docks
- Windmills will be part of the industrial area
- Solar panels
- The building will be certified as BREEAM Very Good

## New Cross-dock Genk – Belgium

Our new customised cross-dock in Genk is open for business! This new cross-dock in Genk contains 8,000 m<sup>2</sup> of handling space, 890 m<sup>2</sup> of office space. There is also a parking for trailers, trucks and cars on a total area of over 5 hectares. Around the grounds landscaping are applied as well as an infiltration basin for overdue rainwater. The building is equipped with 60 loading and unloading docks and a special dock for side loading.

With the development of this new facility in Genk, we create a great opportunity for future growth. With the realisation of this new Cross-dock Center we can offer our customers a more efficient way of working, what will result



in a even higher performance and service level. Space for growth, space for the future!

## New Fleet in Belgium

As part of our European fleet renewal plan at the end of October 60 new trucks (DAF and MAN) and 68 new trailers and swap bodies will be delivered. In total 19 trucks and 25 trailers will be located in Belgium. In Belgium the new Mainfreight branded fleet will replace the last Maenhout equipment and old Wim Bosman equipment. By then 75% of our fleet will be Mainfreight branded. A very important step for our Belgium Forwarding and Transport activities in order to leave the past behind and using one brand: Mainfreight! On top of that we will be in a better position to attract new drivers to our team, something that is very important in the tight labor market.



The remaining 25% of the fleet will be exchanged in the course of next year. With two new cross-dock locations in

Genk and Ghent and a 100% Mainfreight branded fleet, Belgium will be truly painted blue!

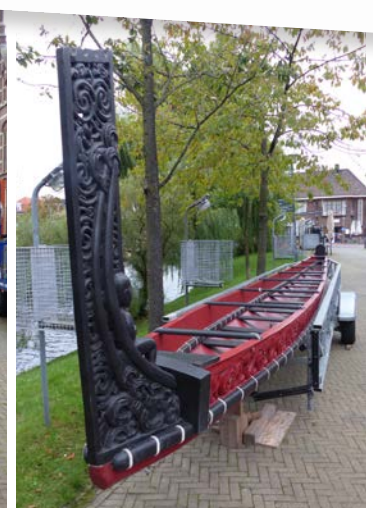
## Special Shipment of Waka

Mainfreight recently took special care of the transport of a Māori war canoe (Waka). This Waka took part in New Zealand's National 100-year Commemoration for the Battle of Passchendaele (New Zealand's worst day in war, where more than 800 soldiers died and almost 2,000 more were wounded).

The event was held in Ieper (Ypres), Belgium on 11th October, people of Belgium got the opportunity to experience what being Māori is all about, in the context of the commemorations.

Eight experienced Māori paddlers from New Zealand led the Waka called "Te Hono ki Aotearoa" with paddlers from the Njord Royal Rowing Club from Leiden, Netherlands. The Waka was given on permanent loan to Leiden's Museum Volkenkunde. Since the canoe's inception in the late 2000s, it has helped build a stronger relationship with New Zealand's historic allies in Europe and has also made it easier for Māori participation in New Zealand events throughout Europe.

For Mainfreight it was quite a challenge of shipping the Waka, a canoe of 14 metres. Thanks to our team members at Special Services we have shipped this transport successfully!





## Grand Opening Meiland Logistics Facility

Mainfreight Europe is expanding on all fronts: Air & Ocean offices, Forwarding offices and Logistic sites. One of the latest is a 26.000 sqm logistics facility in 's-Heerenberg, the Netherlands: referred to as 'Meiland' – named after the local region. The site features storage for regular goods, as well as dangerous goods (2.600 sqm), meeting rooms, offices, a canteen and a showroom, all under one roof. The Meiland site, with its energy efficient lighting, motion detectors and daylight control, features up to 30.000 sqm of expansion possibilities.

The opening of the site was celebrated with our customers and our team. We welcomed our customers into the Meiland site with presentations by guest speakers from some of our key accounts. The theme for the presentations was 'Innovation

as the Key to Success'. An update on the latest industry innovations was provided by truck manufacturer DAF (on platooning) and I-collector (mechanised storage solutions). There was of course also time to explore the operations, the various product stands in the showroom and the beverage area, where thoughts and ideas were exchanged.

The Team celebrated the opening of the site with food and refreshments. A BBQ was onsite to provide burgers and other meals, a sound system blasting music to invite everyone to the dancefloor and the bar served all kinds of alcohol-free beverages. With the sky being bright and sunny, the opening was a success. A big 'thank you' to everyone whose time and energy made this site and its opening a success.



(L-R:) Hans Kloosterboer, Lydia Baars, Jules van de Pavert

## Naming the New Warehouse "Meiland"

In September we officially opened our new facility in 's-Heerenberg. Just like every site in 's-Heerenberg, each facility has its own name. With this new facility we have held a competition between our team members how this new site should be named. The new facility is called 'Meiland' – named after the local region and we thank Jules van de Pavert, Lydia Baars and Hans Kloosterboer for contributing this name!

## Opening Mainfreight Air & Ocean Branch in Milan, Italy

September 1st, 2017 was an exciting date for our Air & Ocean business in Europe, as it was the day we officially opened our first branch in Italy, Milan! The beautiful blue Mainfreight office opened its doors in the Milano region, with our team suited, booted and ready to go. Giorgio, Emanuela, Loris, Christian and Giulia are ready to greet our customers with a smile and certainly bring a wealth of experience in the Italian Market, all having industry experience and a knowledge of how the local market works.

Our office is located near the Linate Airport, and on the same site as our warehouse for any airfreight and ocean freight consolidations/handling that needs to be completed. Our team provide a full spectrum of Air & Ocean services, including Airfreight Ocean LCL & FCL, customs services and consolidations.

This is an exciting step for us in Europe and we are proud to welcome this team to our Mainfreight Family!



## Word from Giorgio Mongeri – Branch Manager Milan

The team and I are very proud to become part of the Mainfreight family and even if the goal to reach the weekly break-even is very tough, we all are doing our best possible to achieve it immediately. Together with my passionate team we are trying to provide an excellent service around the Mainfreight world by “selling” the Italian market as much as we can. Our customers can rely on our excellent service!

Being a small branch we take care for each other, we learn from each other and we always discuss priorities and performances: I have never seen a team so enthusiastic to achieve results!



(L-R:) Giorgio Mongeri, Emanuela Tedoldi, Loris Parise and Cristian Milardi

## Mainfreight Ukraine celebrates their 5th year anniversary!

The Ukrainian office was opened in 2012 for servicing the Group's customers. Having assessed the market potential, the company has taken a proactive stand and continued its activities within the framework of a global vision of sustainable development for 100 years ahead.

The company's history began in 2012 from the work of two team members: Director Irina Murashko and freight forwarder Maxim Moshkovsky, who made a good start for the company's activities and went through all the difficulties in establishing business processes. Today, the team of the Ukrainian office has grown to 12 team members. Following the philosophy “promote from within”, the company is headed by Maxim Moshkovsky, while Irina Murashko was invited to the support office of 's-Heerenberg for management of the warehouse project of a Group's key customer.



Clockwise from front: Irina Chucalkina, Maxim Savritsky, Oksana Svubenko, Sergii Levitan, Valeria Andreichikova, Volodymyr Lukianov, Andrey Borkun, Irina Petrenko, Olga Marikutsa, Maxim Moshkovsky,

## Mainfreight A&O Europe Sales Meeting

With sales being a core part of our business globally, for our Air & Ocean business here in Europe it is no different! With 2017 passing us faster than ever, we wanted to take the time with our Sales team to regather and hone our focus on the remaining time we have left in the year. So, in August, our European A&O Sales team came together as a full team for two days in order for us to regroup and set our sites on finishing the year with a bang!

As our team come from far and wide, we have a big group of nationalities making up the whole. Russia, Poland, Germany, Netherlands, Belgium, France and United Kingdom make the sales team what it is today. With our exciting growth bringing new team members to our Mainfreight family and the theme of our meeting labelled 'Hustle', it was all about focusing on

what we want achieve and moving with pace to get it done! Of course, as is standard anywhere in the Mainfreight world, each day started with a morning workout, with the beautiful Rotterdam Harbor offering a perfect place to get some fresh air and into gear for the day ahead.

Being in Rotterdam, our team were transferred from the hotel to the office in the best way possible in order to miss the morning traffic, water taxi to our front step! Our days were full of group activities, discussions, debates, sharing experience's and how mutually we can work as a team to



Post-morning workout – keen sales team members silhouetted against dawn over Rotterdam harbor

continue our growth and move faster to achieve all of the things we want to as a business here in Europe. This exciting market for us and it is ready for take-off. As we grow as a team in size, skill and experience we

are confident that the success will follow as we stay true to who Mainfreight is as a business and the fantastic services we have to offer the vast array customers in this market. It's an exciting time for us as a team

and we are eager to continue to grow the Mainfreight culture and push the Mainfreight name further into the region.

## Mainfreight A&O Customer BBQs!

With the European summer being short and sweet this year, we had the idea of continuing Mainfreight tradition and introducing the Mobile Mainfreight Barbeque to the European culture!

As our custom-made grill was wheeled around the region, it certainly turned heads! With most people looking at it and thinking we were crazy, we parked up and delivered the perfect lunch time snag! With the BBQ clocking up the KM's, it completed its road shows throughout The Netherlands, Germany and now in the United Kingdom! So far it's been a huge hit with the team members and customers, so there is no doubt it will be back out in all its glory for 2018 and definitely more branches in Europe will follow.



## Mainfreight Culture in Europe

We have a strong and consistent focus on getting our culture right, to ensure that is alive and well in every branch of Air & Ocean Europe. Our exciting growth brings fresh, enthusiastic and passionate new team members to our Mainfreight family all the time.

Now more than ever, there is a strong need for them to understand Mainfreight: our culture, our expectations of quality and why doing things differently is important. Our first induction course to address this need



was held with success in September, and will become a staple event, with

round two coming at the end of November.

## Graduate Recruitment – Online Marketing – contributed by Anne-Kim Alserda

As EU recruiter I'm responsible for recruiting graduates for the Future Leaders programme. Recruiting good people has become a big challenge. Demographic reasons (shrinking labour market) and a strong growth of our economy in Europe, causes a very competitive situation, where competition with other companies is strong. The 'war for talent' has started throughout Europe.

The first step we have taken is to increase our attractiveness. We have changed the name of our Management Traineeship into Future Leaders Programme. This name becomes more commonly known in

the labour market, so hopefully this will help us attracting more graduates. Also we have changed the vacancy content so that it is clear that we are also interested in graduates who like to follow a local career path instead of only an international career path. Next to this we have worked on our findability. So the vacancy is written in each local language which are nine languages and using words that graduates will search for on internet.

Because we can't wait for graduates to apply (they are already approached by other companies), we have to become proactive in the labor market. Therefore we search for them via local

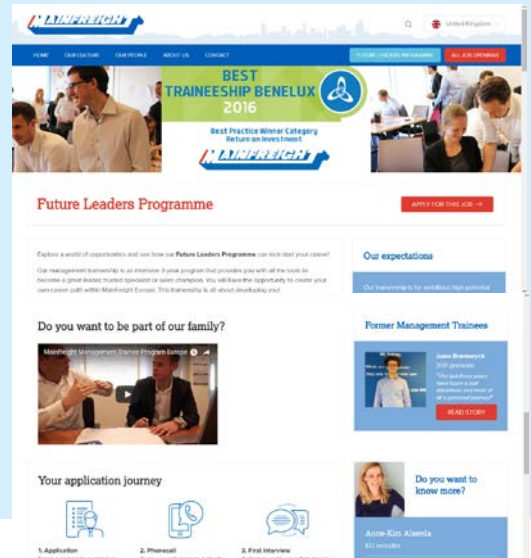


job boards and social media, like LinkedIn, Xing and Facebook. Also we are searching for leads, e.g. via our current group of graduates, via career events at universities and by hosting groups of students at our premises.



Back row, (L-R): Remy Rosendahl (National Support), Ramon van Hek (Finance), Agnieszka Bartnicka (Warsaw), Wesley Banis (Rotterdam), Loris Parise (Milan), Elke Looxkx (Brussels), Wannas Jansen (Antwerp)  
 Front row, (L-R): Niklas Gust (Frankfurt), Humeyra Karayaman (Frankfurt), Nadia Diraa (Rotterdam), Laetitia Gourmelen (Paris), Konstantin Yakovlev (Antwerp)

We have also created an online 'candidate experience'. This experience has the power to attract great people. When graduates are searching for their first career role or when we search for them, we provide them with a good insight about Mainfreight and our Future Leaders Programme on our EU career website. For this we have created a special header "Future Leaders Programme". On this page they will find information about the programme, we provide a simple overview of our hiring process and we share video stories of former graduates who tell about their learning experience at Mainfreight and how their career has been progressing so far. By giving our candidates the information they want to know, we can provide an online experience that motivates them to apply or wanting to talk with us!



## Apple Buckets in Europe!

Another Mainfreight tradition has been introduced in Europe – a gift of a bucket of apples. In November the bucket of apples have been handed out to the team members and customers in Europe. The bucket of

apples have been well used, team members went into their kitchen and made delicious apple pies, jelly, some team members shared the apples with their family, friends, soccer team etc. The most creative ideas were

received! Not only the team but also our customers were very moved by this tradition and the story behind it. It is our culture which makes us special. We are very proud to be part of the Mainfreight Family!



Anton Frauenfelder made old Dutch products!



Jeanette Hendriks sharing her bucket with her best friend!



Philippe Hermans introduces "game of buckets"



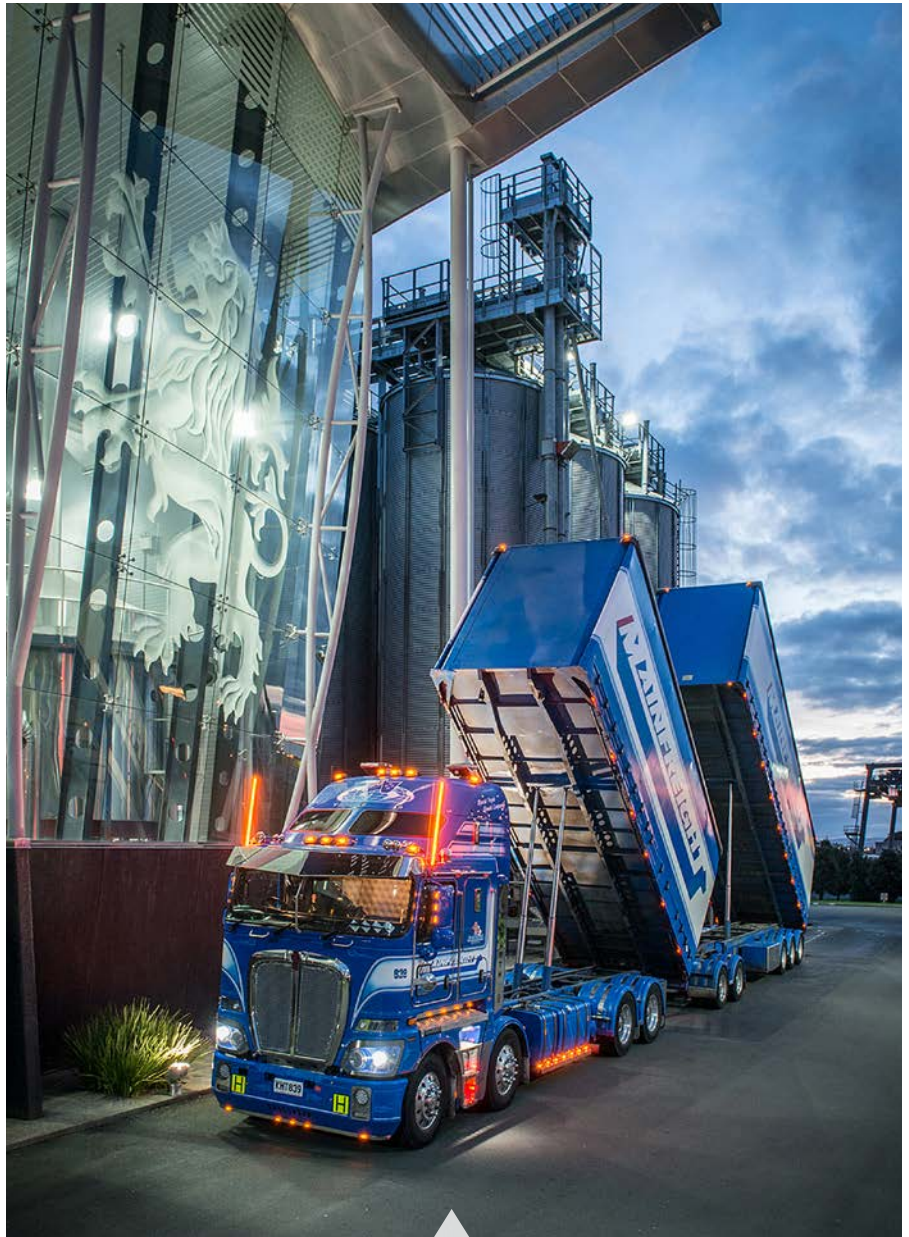
## New Zealand – Craig Evans

**M**y thanks go out to the entire New Zealand team, and especially the Domestic team, for your contributions over the past year as we have navigated the business through testing times. Our culture and our perseverance have been tried, both by Mother Nature and through operational challenges, including implementation of our new Domestic software platform, Mainstreet. These impacted on our ability to complete our tasks, and whilst we are not out of the woods yet, we should be proud that we were able to stand strong and deliver a resounding result.

The year ahead will see us benefit from these lessons as we continue to expand our network and services. As a result of this growth we need more passionate and energetic team members to be part of our journey. We remain unwavering in our goal to grow a better and stronger business for the future.

Following is an insight to our expansion programme for 2018 now underway throughout the country:

- We are close to securing 5 hectares of land in Mount Maunganui for a new Domestic and Air & Ocean facility. We are targeting early 2019 to open.
- Masterton is targeted to become a fully-fledged branch on 1st April 2018; extensions to the current facility are being prepared
- Our new Taupo Domestic facility will be fully operational in early 2018.
- We are looking to secure the site adjacent to our existing Wellington depot to support future growth for the region.



All lit up like a Christmas tree!  
Owner Driver Kevin Aldridge can be very proud of his specialised rig

- 3.6 hectares of land has been purchased in West Auckland for a new freight hub to serve our West Auckland and North Shore expansion. We are targeting 2019/20 to be operational.
- Extending our Air & Ocean cool store in Auckland to capture further growth opportunities.
- Completion of the Whangarei facility extension and yard.
- Completion of Owens Auckland canopy.

**I sincerely wish everyone a wonderful Christmas and a safe, prosperous New Year.**

Please recharge your batteries with family and friends. I'm not sure if 2018 will be any easier, but I can predict it's going to offer up a lot more excitement one way or another!

## New Zealand Forwarding – Carl George

**R**electing on 2017, it has certainly been a year of challenges, hard graft and dedication from everyone as we head into Christmas.

In May of this year the business rolled out the new Mainstreet platform, replacing our trusty Maintrak system. Many hours of training and planning culminating in a go-live that allowed us to pick up and deliver freight from day one with no issue. Whilst we still continue to fine tune this product, it is the perfect opportunity to thank everyone for helping implement this new system.

As we went to print last Christmas, we were only days away from the Kaikoura earthquake. Many of our branches have been impacted by this event, however for the last 12 months it's been 'the new norm' when moving freight inter-island. We have seen a few false starts in terms of the rail line being fully connected, however we are hopeful of seeing this crucial piece of infrastructure consistently open as we head towards Christmas this year.

The business continues to take steps to enhance our network, with more

investment planned in the coming years to provide a better platform by which we move our customers' freight. We continue to enjoy strong volumes from regional New Zealand which are bolstering our larger centres who have been faced with significant cost increases this past 12 months due to the South Island rail infrastructure being inoperable.

Developments for our facilities in Taupo and Whangarei are underway, and we will be rolling out more plans in the coming months for future depot expansion.

With the ever-increasing pressure to grow our owner driver fleet, we are in the process of establishing a Mainfreight driver academy as a means of identifying and developing the next era of Mainfreight owner drivers.

We have recently set up as part of our Mainfreight Mobile business, a small fleet of internally managed pickup and delivery vehicles that we will hire out to the various brands with the objective of using this as a training ground for this initiative, where drivers can gain valuable driving experience,

with the end goal of becoming an owner driver. Whilst only small in nature, it is a start.

No matter what new developments, new initiatives, new technology, or new countries we enter, nothing changes in terms of what we are all here to do every day – exceptional customer service, striving for improvements in quality, and delivering our customers' freight on time as we promised them.

We need ongoing improvement in many areas of the business today. The 2018 financial year will be a game of two halves as we look to claw back results in certain areas, and have a strong finish to the financial year.

I would like to thank each and every one of you for the efforts this last 12 months, and for pushing through the challenges we have faced as a team.

Thanks also go to all your families who allow us to do what we do every day.

**Have a great safe festive season everyone.**

### Things to Think About in 2018

1. Make decisions. Any decision is better than no decision. If you have areas that need addressing in your branch, and the normal course of action is ineffective, try something different, anything that may bear fruit.
2. Let the team decide. Often the best ideas come from within the team. Use all the big brains in your branch to make things happen.
3. Surround yourself with clever people, they make the difference.
4. Deal with customers in the manner you would expect to be treated.
5. Growth – Every branch needs more sales revenue, and we simply must not lose any business. Remember, everyone in your branch is a salesperson.



## Claims Performance

Outward Consignments Per Claim				Inwards Consignments Per Claim			
Branch	To Sept 2017	To Mar 2017	To Sept 2016	Branch	To Sept 2017	To Mar 2017	To Sept 2016
<b>Ashburton</b>	<b>2839</b>	<b>327</b>	<b>275</b>	<b>Whanganui</b>	<b>5780</b>	<b>11579</b>	<b>23302</b>
Chem Auckland	2637	2240	2635	Chem Auckland	4366	3310	3474
MF Hamilton	1319	1009	1269	Chem Christchurch	2868	5165	2510
New Plymouth	1217	1104	954	Ashburton	1562	2375	3284
Whangarei	1211	893	804	MF Christchurch	1430	1269	1231
Rotorua	774	637	505	Taupo	1354	2266	2236
Dunedin	759	600	474	Rotorua	1159	1674	1245
Whanganui	751	1119	1534	Owens Auckland	1152	1461	1578
Palmerston North	671	1275	1559	MF Hamilton	1133	1309	1318
Invercargill	654	620	625	Thames	1113	1050	772
Mt Maunganui	600	507	496	Palmerston North	939	1344	1477
Thames	572	516	449	Mt Maunganui	927	912	1075
Napier	551	752	805	MF Wellington	879	1105	963
2Home Auckland	543	523	503	DF Auckland	856	1915	1794
Chem Christchurch	530	723	432	New Plymouth	845	1105	978
MF Wellington	484	392	351	Invercargill	828	1029	1212
<b>Total Company</b>	<b>469</b>	<b>529</b>	<b>515</b>	Whangarei	802	662	543
Blenheim	461	582	775	<b>Total Company</b>	<b>771</b>	<b>1097</b>	<b>1118</b>
2Home Christchurch	433	596	598	2Home Auckland	769	1053	1296
MF Auckland	433	447	422	MF Auckland	726	1434	1600
DF Christchurch	409	355	338	Napier	683	1290	1500
MF Christchurch	377	299	271	DF Christchurch	637	1051	1304
DF Auckland	352	610	586	Owens Christchurch	543	790	953
Owens Christchurch	351	438	505	Blenheim	528	974	1084
Owens Auckland	278	673	913	Dunedin	429	657	706
Nelson	227	145	153	2Home Christchurch	427	597	853
Taupo	164	306	344	Nelson	299	588	669

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

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

## Driver of the Year – Rene Niovara-Dave – FTL South Island

Our very well-known owner driver Rene Niovara-Dave recently received an award as Driver of the Year by Progressive (Woolworths) here in New Zealand. Rene works from the Christchurch DC delivering to supermarkets in the lower South Island.

Rene is famous for his outstanding vehicle presentation, and is in the process of unleashing a new Kenworth in the coming months. Rene epitomises everything Mainfreight. Well done mate!



Warren McKee (Manager FTL New Zealand) presents Rene Niovara-Dave with his Driver of the Year Progressive Award



### A Note from Rene

*I have been driving trucks for 23 years within the Mainfreight Group, 16 of which as an owner driver. Mainfreight is a special company that believes in a high standard of customer service. I am grateful for*

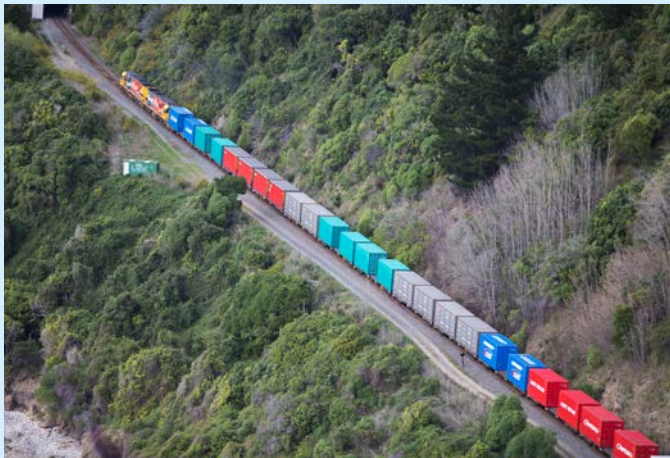
*the relationship Mainfreight has with Progressive, as an owner driver it is in our best interest to provide the best service possible so as to not jeopardise the agreement between the two businesses. I consider myself extremely lucky that my job is*

*also my hobby, something I love doing. I enjoy delivering to different stores and meeting different people. I look forward to a long lasting relationship between two great companies.*

## Main North Line (MNL) Rail Line Re-Opening

Trains are finally beginning to move directly through the earthquake zone in Kaikoura albeit with a few false starts. We are all looking forward to some sort of normality moving freight to the South Island!

All brands represented on the first train, pictured between Blenheim and Christchurch.



## Cromwell – from Franchise to Mainfreight Branch

For the last 16 years our Cromwell operation has been run as a franchise with two successful franchisees, originally Justin Marshall, followed by Paul and Deb Wright. As of 3rd April this year, we purchased the assets and fleet from Wright Freight Services, and established Cromwell as a Mainfreight branch.

Since April, we have replaced every vehicle in the fleet, resulting in eight brand new units, and the title of the

newest fleet in the network. Our transport operation runs out of a 1300sqm open-ended operation, running from 3am through to 6pm. We have brought on eight Owner Drivers into the operation in quick succession, 3 being line-haul suppliers, and the others running pick-up and delivery. We cover the most beautiful area in the country, ranging west to Glenorchy and beyond, east to Roxburgh, and north to the Haast Pass.

We have a very busy and developing Logistics operation, with around 4500 pallets of Central Otago's finest wine. With significant investment in technology, infrastructure and process application, we are seeing progress in our quality and efficiency.

Our customers have placed great faith in the group to improve our service offering, and the feedback received already is very encouraging. The growth opportunities here in Central

are enormous, with the supply and service industry growing on the back of a significant tourism push, and with land and home prices rivalling the Auckland market, as well as the quality of our region's viticulture gaining appreciation worldwide.

Our team has gone through significant change, with the addition of some key team members from other branches, and we are starting to see substantial improvement in our operational quality. It is our stated intention to have a transport operation running in Queenstown within the next 12 months, to deal with the growth opportunities within New Zealand's fastest growing region.



The new look Cromwell team led by Nathan McEldowney (far left)

Cromwell branch delivering a wind machine to one of the local vineyards, these are used around the orchards and vineyards to keep the frost off the fruit and saves money on helicopter hireage to do the same job.



Cromwell Logistics Shed



## Long Service Awards

The Daily Freight Auckland Team celebrated a couple of long service legends in their branch July/ August this year. Congratulations to Lloyd River-Smith on completing 40 Years' Service in July and Russell Barry 25 Years' Service in August. True Legends of Daily Freight Auckland.



Lloyd River-Smith – 40 Year Legend



Russell Barry – 25 Year Legend

## Mainfreight Mobile – Hire Division

Mainfreight Mobile, our container devanning business that has been in operation for almost a decade, has taken on a new function – truck hire.

A specialised fleet of vehicles has been assembled that will be centrally controlled and despatched as required, to both external and internal customers.

Clayton Tito and Glen Symons are gradually building up this business, which will also act as a training platform for up-and-coming owner drivers as part of our soon to be implemented Mainfreight Driver Academy.



Kevin Geard (Driver), Glen Symons (Despatcher),  
Fiayaz Khan (Driver)



The Mobile Hire Fleet

## Kymbo Farewells her Boys

The recent New Zealand Forwarding Branch Managers meeting wound up with a thank you to Kymbo. After 23 years in the business, 12 of those spent in the National team and looking after this challenging lot, Kym has decided to move to step down from her full-time role. But she's not going far, she retains some of her existing tasks, and will enjoy a more relaxed role with fewer hours.



## New Taupo Shed in the Making

Our new Taupo depot is fast taking shape. Nick Hyde and the team are looking forward to the move from our old facility early in 2018.

Our new facility is situated on the main highway by-pass in Taupo and will be complete with a customised 'mini' Mainfreight Globe!



## New Zealand Logistics – Mitch Gregor

### *It's simple ... but not easy*

It's the small things which drive improvement in our business, and these are often simple but not easy to achieve, with the effort to achieve them often going unnoticed. These small things relate to small changes but the compounded impact of achievement benefits us all.

As a global supply chain business we need to adjust our minds and expectations to the idea of how small increments really do matter. Time is our enemy, it directly impacts costs and margins; the more efficient we become through systems, processes, and technology, the more our quality will lift and the greater will be our reward.

It's so important that we all know our roles and responsibilities and if we all contribute to the best of our ability results will improve and we will continue to grow. Our New Zealand Logistics team is all working hard to contribute where we can to make this global business a success.

The accuracy of our inventory, the cleanliness of our operations, picking and packing our orders on time for despatch, and our ability to interact and communicate in a confident and professional manner with our customers is crucial. It's the strength and contribution of every branch that will make us successful.

2017 has been an exciting year for us, not without its challenges and hard work. We are encouraged with the improvements we have made in overall quality, culture and profit, along with excitement that we will still have plenty of room to move.

A special thanks to everyone for the effort and contribution in recent months with seasonal pressures of peak season, and for helping us to provide the best possible service and quality to our customers. The long hours and extra effort our team have put in is really appreciated. We don't always get everything right but with a great attitude and the ability to work together, this business is one that is full of potential and career opportunities for those wanting to be part of something special.

Let's focus on finishing the calendar year strongly and ensuring that we provide our customers the quality they expect over the busiest period of the year, and start 2018 with our feet firmly on the ground. Let's make this a bigger and better business for everyone involved, wherever we are in the world.

A high level summary of some key things we are currently working on across our business;

- Completion of peak season – getting our team through whilst ensuring customer satisfaction.

- Embracing our technology and driving uptake in inventory management processes, including further development in MIMS of a stock control module to improve our Inventory Record Accuracy (IRA) procedures.
- Help our team to develop their skills, knowledge and awareness of our business to ensure career growth.
- Continued engagement to drive the growth and quality of our Logistics business across Australia, USA and Europe.
- Exploring new opportunities for growth, investment in infrastructure and involvement in business growth around the regions.
- A real focus on continuous improvement tools and proactive customer workshops – getting our team more involved here to add value and reengineer processes.
- Adapting to changes in legislation for our major hazardous facilities in Auckland and Christchurch.
- Working with our team to redesign the content of our training and induction process for all team members across Logistics.
- More workshops will take place within the branches next year and we are developing some e-Learning modules specific to Logistics.

## Goals for the Year Ahead

Some simple goals for the year ahead.

1. Focus on sales and new business pipeline for growth in 2018.
2. To finish the financial year strongly with branch results and profit targets which reflect our efforts in 2017/18, so we can continue to build on this next year. Each Logistics branch needs to be successful.
3. Improved account management and continuous improvement structure with our larger customers across our business:
  - Live **Weekly** Meetings and P.A.T.S
  - **Monthly** Meetings and Workshops
  - **Quarterly** Business Reviews
  - **Annual** Review Meetings
4. Career and leadership development of our people, providing greater opportunities for



Rising talent coming through at Mainfreight Logistics, O'Rorke Road – Caitlin Harvey & Corbin Taylor

our stars – we have kicked this off but remains a key focus!

5. Driving and developing quality through improved use of technology, reengineering our processes, standardisation of our operations and further investment in training.

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

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

### Recent Service Legends



Andrew Maxwell – 15 Year Legend – Owens Logistics Christchurch receives his award from Nikita Swarts



Deborah Jackson – 20 Year Legend – Mainfreight Logistics Westney Road Auckland



Cristina Lumby – 25 Year Legend Mainfreight Railway Lane Auckland accepts her certificate from Don Braid

### Responsible Care

Ken Clarke from Responsible Care who works in partnership with our team assisting our approach towards safe handling and management of dangerous goods – with his twin Trace Donaghy. That's quite a resemblance!







Standing (L-R): Aladin Basic, Riyaz Jordan, Thomas Steel, Jeremy Collins, Mitch Gregor, Simon Hart  
 Seated (L-R): Brynley Riches, Travis Hari, Kevin Bradley, Kris Maddaford, Akash Varma, Nilesh Bhuthadia, Paul Fraser

## Trans-Tasman Focus – Logistics

With a focus on business alignment our senior team across Australasian Logistics got together in Melbourne to review and refine our collective approach to quality and sales. It was a worthwhile exercise with plenty achieved.

## Leadership – Highbrook Logistics Auckland

With recent leadership changes, we now welcome Ben Hadley into the role of Branch Manager at our Highbrook Logistics branch in Auckland - Congratulations Ben!

## Refurbishing the Old Forkhoists – Maintaining our Image



Patrick Iese – Manu Street Logistics on a refurbished forklift.

## Mainfreight Air & Ocean New Zealand – Nic Kay

**O**ur global Air & Ocean business is becoming a critical component to the supply chain requirements of many of our customers, linking global markets to New Zealand Importers and Exporters, but also linking Logistics and Transport solutions together for our customers around the ever-expanding Mainfreight global footprint. It is very important, as we get deeper into our customers' supply chains, that we are aligned as a network business across all touch points and services around the world. This requires collaboration, consistency and integration across all countries in terms of our communication and services – we must shift our mind-set from local-minded to global-minded.

We continue to make positive steps in developing our team, enhancing the customer experience and growing volumes across our Air & Ocean service offering. This growth and momentum requires the commitment of every team member to ensure we have the best people delivering the best customer experience and service levels. Every one of us has influence over the customer experience and customer perceptions. To ensure this continues to differentiate us in 2018, we need to have the customer at the forefront of our thinking.

Our results to date have seen increases in revenue, improving margin management and tighter cost control. We still have a lot of sales opportunities that we need to convert, especially in our larger branches. The regional branches have delivered improved results across the business which emphasises the importance of investing in the regions to be closer to our customers, and understanding the local markets in which they operate.

Export ocean freight volumes have kept consistent, and despite softer revenue growth, we have delivered improved margins and profitability through better operational decisions

and negotiation. New customers and diversification into new commodities in our airfreight business has not only improved volume and profitability but also added better balance across our customer base to address some of the seasonality in the perishable business.

Imports have delivered increased revenue, margin and profitability across both air and ocean services. Improvement in airfreight kg and LCL/FCL ocean freight across our Mainfreight-to-Mainfreight trade lanes has kept our imports, customs clearance and CFS teams very busy.

Team, we still have a lot to do and plenty of scope to grow. We must remain focused on the key objectives we set ourselves below to ensure we continue to find growth and improvement. Get more involved in our business, don't be a passenger! Drive and seek opportunities to improve your skillsets, and knowledge to ensure you have a good understanding of the WHY behind Mainfreight.

### Growth

It is imperative that we continue to build growth and take our business to the next level. We still have a lot to do, and we need to be more aggressive with our sales focus. Better management of sales opportunities, setting larger targets and holding ourselves accountable for the sales growth of our business is a must. Whatever your role is within our business – you are all part of the sales process. We must continue to build momentum and growth through attracting new customers and developing across the supply chain with our existing customers. Let's all move with pace and hustle for those opportunities and most importantly ask the question!

### Team Development

As a team we must keep learning and developing our knowledge and skillsets across all services and trade lanes. This will add value to our

network and offer customers a higher level of service and solution-based approach across their supply chain. We must all keep gaining knowledge and utilise both training resources and mentors to develop. Working closer as a united business across our regions and network is key and will be a focus for all Air & Ocean businesses globally – which is a key point of difference from our competitors! Inject your personality, passion and energy into the culture of your branch. You all influence our culture and morale – take ownership of this and have fun doing so!

### Enhancing the Customer Experience

The New Zealand market is competitive and to ensure we retain customers and introduce new customers, our service levels and customer experience must be a key focus for every team member. Through better experience and engagement we will go a long way to building loyal, satisfied customers. This also serves as a reminder of the pace and urgency we need to move at as a business to ensure we keep aligned with customers' requirements, global markets and our growth expectations.

We all need to take ownership of basic customer service:

- Answering phones in three rings
- Thanking our customers for the business
- Going the extra mile
- The personal touch – take ownership
- Speed of response
- Being easy to deal with
- Increasing communication levels

Thank you all very much for the commitment and dedication you bring to our business every day and for making a difference in 2017. The endless support you and your families and partners provide to our business is very much appreciated.

**Enjoy your Christmas with family and friends and if you are having holidays please be safe. Looking forward to building on this solid momentum - bring on 2018!**



Don Braid and Bruce Plested formally unveil the plaque for the new facility



## Christchurch Branch Opening – contributed by Elaine Wong and Jason McFadden

Bruce Plested and Don Braid officially opened the first Mainfreight Air & Ocean/CFS purpose-built facility for New Zealand on 10 August 2017.

Over 250 guests attended, including customers, suppliers and team members from other parts of the network, and that helped us celebrate this grand opening. It was great to hear such positive comments from everyone on how amazing this facility is; we know we are a force to be reckoned with. It was a great night for

all our team to rub shoulders with the guests and to be also able to show off what we as Mainfreight can offer globally along with all facets of the Company.

We could not have got this all set up on time without the help of Di Clemens who was barking out the orders, as all the Air & Ocean Branch Managers from around the country pitched in. 1.30pm rolled around and nothing had been set up, so it was all hands on deck, brooms came out, forklifts

whizzing around lifting up Branch Managers to hang banners, setting up tables and chairs for a sit down meal, placing bar leaners and decorations.

In true Mainfreight style, the transformation from a warehouse full of freight to a fully decked out venue was pretty impressive. We are proud of our Air & Ocean team for pitching in to make this event as successful as it was.



Mainfreight Air & Ocean New Zealand Branch Managers and National Support



Elaine Wong (Christchurch Seafreight Branch Manager) and Jason McFadden (Christchurch Airfreight Branch Manager)

## Open for Business in Whangarei

Our presence in Northland initially started with Don Campbell covering the sales area from Auckland, then Jason Morgan took on the sales role and was based in Whangarei working for the Auckland office. Two years later, Chris Carmichael relocated to Whangarei from Hamilton Air & Ocean taking over from Jason. Don and Jason laid such a great foundation that Chris was able to build regional volumes to the point where we could commit to a stand-alone branch effective from 1 July this year.



Congratulations Chris on your appointment to the Branch Manager role! (Nice ribbon-cutting there!)

## Apiculture New Zealand Conference 2017 – contributed by Annette Webb

Mainfreight Air & Ocean Tauranga combined with Mainfreight Transport Rotorua to attend the Apiculture Conference in Rotorua in July this year to support our Honey customers, not only in the Bay of Plenty, but nationwide.

1,300 Bee Keepers, Hobbyists, Exporters, Industry Suppliers, Government Departments and the like from New Zealand and abroad attended the largest conference of this type in New Zealand this year.

This year's theme, "Bee-ing Prepared: Business: Knowledge: Risk" was an apt theme given the current topics affecting the Apiculture industry such



as Myrtle Rust and the definition of Manuka Honey.

Apiculture New Zealand represents a multi-million dollar industry, we are proud to provide the industry with our services across Air & Ocean, Domestic and Logistics not only in

New Zealand but throughout the Mainfreight network worldwide.

### Fun Fact:

*Did you know that in June 2017 total registered Bee Hives reached 811,357 in NZ, an increase from 2016 of 127,311?*

## Pingu's to Paris – Darren Barboza

In January 2017, the Auckland airfreight team were given the opportunity to work on a very exciting project. Merlin Entertainment Group, UK enlisted the services of Mainfreight to plan and transport six live King Penguins from Kelly Tarlton's in Auckland to Sea Life Paris Aquarium at Val D'Europe.

The Auckland team had successfully transported various live animals in the past but we learnt very quickly that this project would be particularly challenging, with several hurdles to jump through along the way. Singapore Airlines, a specialist in live animal transportation, was roped in to fly the birds across three different countries before we got to France. In

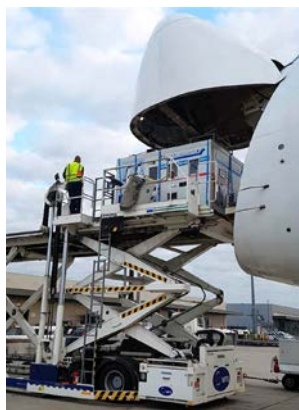
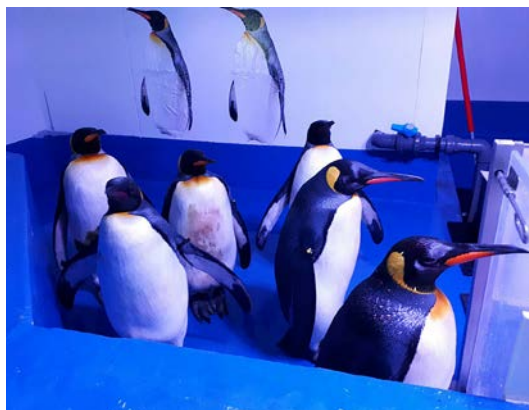
fact, Singapore Airlines freighters only fly their 747 aircraft into London and Amsterdam not to Paris. After some serious discussions and negotiation, they agreed to a charter and to divert their entire 747 aircraft to Paris, all this for 6 invaluable birds!

The complexities of this movement included liaising with government officials in Australia, Singapore and the United Arab Emirates (UAE) to secure transit permits en route to Paris, whilst also ensuring temperatures of between 2° to 4° C were maintained at all times to ensure a comfortable journey for the birds.

Due to my close involvement in the project, I was tasked with travelling with the birds in the company of two

handlers, Brett (Vet from Melbourne Aquarium) and Jess (Caretaker from Kelly Tarlton's) on our sojourn to Paris.

... and so after six months of meticulous planning, on Thursday 19 July 2017, we embarked on 'Mission Happy Feet' with the star cast of FRIENDS (yes, the birds were named Ross, Rachel, Chandler, Monica, Phoebe and Joey). The day started at 4.00am loading up each bird inside a kennel at Kelly Tarlton's before they all made their way to our airfreight facility to be loaded into a purpose-built 'transporter pod'. The journey ended 35 hours later the pod was disembarked at Charles De Gaulle international airport before it made its way into French Quarantine.



The successful handling of this project was entirely a team effort and this wouldn't have been possible with the contribution of Iki and Richie in our store team. By the end of the project, I had gone through it all, from being called Mumble on most days, to being

the butt of all conceivable penguin jokes and even forced to don a penguin onesie in front of the office!

Both Merlin and Kelly Tarlton's were extremely happy with the outcome and the service Mainfreight provided

as they confirmed "The King Penguins travelled very well with minimal stress and were extremely happy in their new enclosure at Sea Life. Well done Mainfreight".

## Outward Bound – contributed by Flavia Derbyshire

This year I was fortunate enough to be chosen to take part in Mainfreight's Outward Bound programme at Anakiwa. I had heard a lot of stories about other people's experiences so I kind of knew what to expect but I was still extremely nervous about what I was in for.

They say Outward Bound is like fight club so I can't give too much away but two words that cover the eight days nicely are "wet" and "freezing". I had experiences I never thought I would encounter including climbing amongst the trees, rock walls, jumping in the winter sea and spending two nights alone in the bush where I really had to put my fears aside and take on a possum in the middle of the night with a stick. Anyone that knows me knows that I don't camp, I don't like bugs or getting dirty, so I was well out of my comfort zone but it felt good to come back home and tell everyone what I had achieved.

Outward Bound also brought together fourteen people from different Mainfreight branches around the world. All from different cultures and backgrounds and at the end we all felt like we had known each other for a lifetime, and I know we will continue to keep in touch after our adventure.

I came out of Outward Bound with an appreciation for the smaller things in life, like a hot shower, simple food and a toilet ... Not having a cell phone for the eight days also makes you pay more attention to those around you and I have noticed I now rely on it a lot less. I definitely also came out the other end a stronger and more confident person; just when you think you have reached your limit you



Cobham Watch – Outward Bound



always have a little bit more left in you and at the end you actually feel proud of what you have achieved.

I'm very grateful that I got to go on Outward Bound, my experience is one I will never forget and I wouldn't hesitate to recommend it to anyone.

## Learning from our Mates

Recently Tailor Solbrack (Air & Ocean Dallas), Cesar Torres (Mainfreight Los Angeles) and Matt Shatswell (Air & Ocean Chicago) visited Auckland to learn about the New Zealand operation from our Airfreight and CFS teams. Learning from each other is key to growing a successful business and reaching our One Hundred Year vision.



(L-R) Manu Halagigie, Tailor Solbrack, Cesar Torres, Iki Vaka, Jeremy Davis, Darren Barboza and Matt Beveridge



## Mainfreight Asia / CaroTrans Asia – Cary Chung

### Note from Don Braid:

Our Asia business has recently seen a change in leadership, with Michael Lofaro taking early retirement from the business at the end of September and a new leader, Cary Chung, being appointed. We are very pleased to have the depth of talent in our Asia business to be able to appoint an internal candidate of the calibre of Cary Chung. Cary has

been with Mainfreight for six years in senior sales and regional management roles. We believe Cary is well placed to foster our culture and disciplines in the Asia region, and to carry on the growth and development of our business across China and Southeast Asia.

Please join us in welcoming Cary, and enjoy the contribution below from Cary and the team in Asia.



## AustCham in Shanghai

Mainfreight Shanghai sponsored the 2017 Australian ball organized by AustCham in September. The proceeds from this event were donated to Shanghai Roots & Shoots and The Renewal Center.

The theme of the event was “Movie Madness” where guests dressed up their favorite characters from their beloved movies and enjoyed a banquet and a night of dancing. We invited our valued clients and suppliers to join us during this event where they had the opportunity to socialize and forge new relationships.



(L-R:) CiCi, Aaron, Casper (Maersk), Fang (Maersk), Blair (Air New Zealand), York (Air New Zealand), Joan, Andy, Rocky (CMA), Max (CMA)

## Qingdao Celebrates Six Years – contributed by Vicky Zhao, Branch Manager

On the afternoon of 1st July, Qingdao team members gathered together to celebrate the six year anniversary of Mainfreight Qingdao Branch. This milestone indicates that we have established ourselves in the market but also means that we have many challenges ahead.

Six years on and our ambition remains strong to become a leader in this competitive market and to provide first class service. We have four main departments with 13 team members who all have the same goal – to build a stronger Qingdao Team.

We know that there is still long way to go for us to be a competitive logistics provider in Qingdao port and we will try our best as we always do.



## Singapore Profile

Mainfreight's Singapore Branch (Mainline) has been fully operational since 1st November 2010 and it is located in the free trade zone in Changi Cargo Complex near the international airport. Our 2000 square feet warehouse allows flexibility in GST payments for trans-shipment cargo cleared to leave the free trade zone (FTZ). The strategic location of the branch has allowed us to remain maintain competitive by offering the most time and cost saving services.

We are always looking for ways to increase efficiency and the most recent project is to build an airfreight consol ex SIN to SFO. Establishing our own bonded and temperature controlled warehouse has always been one of our goals and every day we work towards that target. We have been targeting multi-national accounts and taking part in global tenders to position ourselves as one of the leading players in the region.

Our Singapore Manager, HY Goh, and the team have extensive experience in the international air and ocean freight industry and we are confident they take us into a brighter future.



(L-R:) Genevieve, Shyan, Carina, Joe, HY Goh, Bee Eng, Stephanie, Simon, Don

## KiwiBall in Hong Kong

This was the second year that Mainfreight participated in and sponsored the New Zealand KIWIBALL Event in Hong Kong. It is an annual celebration for anyone in Hong Kong with a connection to New Zealand, there were over 300 guests, some of them are our New Zealand customers, and some of them are from different business entities in Hong Kong. It was an amazing night with the Kiwi band singing songs, good New Zealand food and wine. The event allowed us to meet many companies with a New Zealand focus, further expanding our network, and being a New Zealand top logistics company, we have the advantage ~ Ready, Fire, Aim!



(L-R:) CK, Dominic, Sherman, Raymond, Duncan, Cecilia, Michelle, Noel, Stanley



## Team Building

Several of our Asian branches have taken opportunities in recent months to use external activities for team building ... and some good outdoor fun!

### Thailand Team Building

Every year we arrange for the team to spend time together outside of the office. This year, we made it a special event by having Team Building weekend in August at Suan Pueng, Ratchaburi. We spent the first day with outdoor activities to enhance our team spirit by completing tasks specifically tailored to train us to work together. On Sunday, we had an activity to show our appreciation of team members. Everyone will take turn and give personal appreciation/compassion to each team member for the past year. This could have been as simple as saying a word of encouragement/support or compassion. It became quite emotional and tears were shed



Team in white shirts (L-R:) Patcharin, Saowanee, Nawarat and Panatda

because it revealed the caring nature of our team. With our bonds strengthened and our goals aligned,

we are encouraged that together we can achieve anything.

### Guangzhou Team Building

Guangzhou team had a trip to Huizhou, Nam Con San (南昆山) in September. The activities included games in which we were split in groups and were given tasks to perform in a specific period of time. These games taught us about time management, priority awareness, and most importantly team work.

The highlight of the trip was river rafting and it provided us with many valuable lessons. Each paddle movement had to be timed with your team mate in order to move forward or turn. This activity tested patience and tempers as frustration took hold of members of slow moving rafts but



(L-R:) Lance Feng , Louise Zheng, Vincent Lee, Natalie Liu, Angela Wang, Castie Wu, Cecilia Luo, Ray Liu, Jane Liu, Yoyo Chan, Ben Chen, Candice Tan, Ivan Chen, Lin Cheng

after stopping and aligning the movements they were back on track.

As a branch, we must all have the same goal and even if one team member strays from the goal, it could

jeopardize our efforts. Guangzhou branch has grown stronger, gained better understanding of each other and are determined to succeed.

### Shenzhen Team Building

The Chung Yeung Festival falls on the ninth day of the ninth month of the Chinese lunar calendar, so it's also known as the Double Nine Festival. A mountain hiking activity was planned to celebrate the festival and allow us to enjoy each other company in such a serene setting.

At 9:30am, our team gathered at the foot of the hill – At the door of Xiao Mei Sha Sea World. After doing some warm up exercises, we began the hike



(L-R:) Shayne Zhang, Cathy Zou, Yukey Zhang, Linda Wang, Lily Zou, Symia Zhang, Xuan Zeng, Jemma Liu, Cara Li, Lucy Xiong, Vincent Sun, Denny Lan



at 10:00 AM. We enjoyed the view, played games, took photos, had snacks, etc. During the hike, we encouraged each other to push forward and with each step we felt more determination to reach the peak as a team. After 2 hours and half, we reached the peak of the mountain. We worked together to cook lunch and

the spectacular view made each bite taste like heaven. The feeling of accomplishment washed over us and as a team we started our hike back down the mountain ending 17:30 with satisfaction.

The Double Ninth Festival mountaineering activities allowed our

team to exercise, relax and to further strengthen our relationships. The small talk along the way revealed aspects of each other we never knew before and deepened our friendship. We look forward to the next outing where we can once again enjoy each other's company outside of the office.

### Ningbo Team Cross-Training

During autumn, cross-training was carried out, and each department shared their expertise and practices. Operations, Customer Services, Sales and Admin & Accounting teams all prepared training materials and detailed lecture documents. This not only deepened the understanding between departments, but also shed light on their own deficiencies and the training sharpened their knowledge.

By understanding skills and knowledge required to run each department, it gave everyone a complete picture of what it takes to operate a branch. The training exposed the expertise of team members which in turn created new respect and admiration. This led to the profound acknowledgment that the strength of the team is unlimited. With each day we grow stronger by relying on each other to offset our weaknesses because only as a team can we achieve greatness.



Participants as below,  
 Sales Team: Charlie He, Lindy Yang, Michelle Wu  
 CS Team: Emily Wu, Vicky Chen, Jane Ke, Frank Li, Speed Si  
 Operation Team: Andy Sun, Bobo Cai, Cindy Yang, Carl Xu, Paul Ye, Lisa Li  
 Admin & Account Team: Joice Xu, Vivi Chen

## Business Development

### Shanghai Team

In June we handled the shipment of a Chinese made patrol vehicle from PVG to AKL via SQ cargo airfreight. In AKL the vehicle was to go through testing in winter conditions and different terrains in order to obtain certificates. It was then shipped back to China by sea and arrived in mid-October. This was a first for us and we learned about the complicated regulations and restrictions of shipping vehicles by air. With this new skill under our belt we are ready to take on the fast growing vehicle manufacturing industry in China.

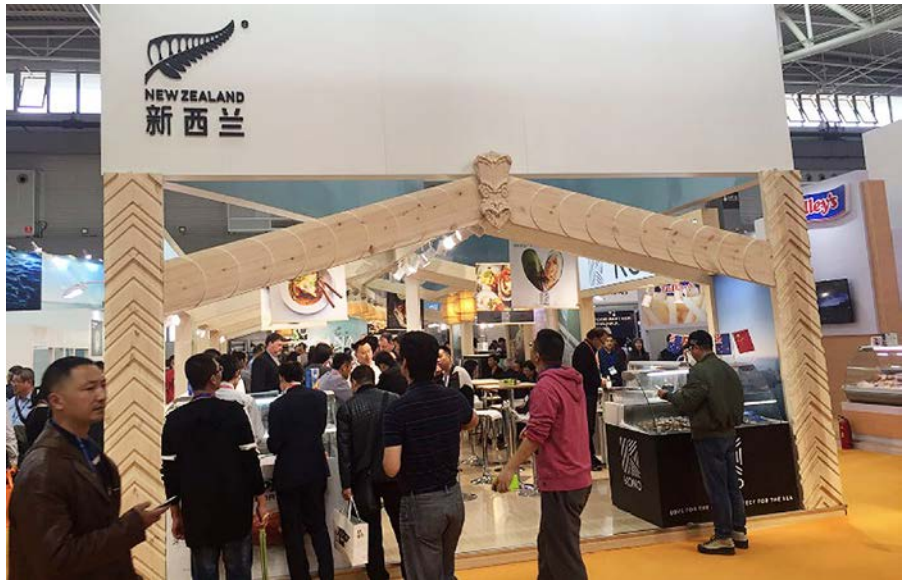


## Qingdao Team

On November 1st, the 2017 China Fish and Seafood Exposition was held in Jimo, Qingdao. It is a big exhibition for the fishery industry. The expo had 28,000 visitors, 1,400 companies from 46 countries and you can imagine the size of the venue. It was truly an event that generated a great deal of opportunities.

Tiger and Aileen attended and they visited the 12 halls and exchanged contacts with potential customers. During the afternoon, they focused on companies from Australia and New Zealand and developed some good contacts.

Our colleagues Hamish and Darren from New Zealand also came to Qingdao to attend the Expo.



Evy & Tiger Li



Aileen visiting the New Zealand Station

Vicky came to have dinner with us together and enjoyed some Qingdao local specialties.



(L-R:) Darren, Hamish, Vicky



## Americas – John Hepworth

**O**ur Mainfreight and CaroTrans America teams wish the Mainfreight team around the world, our customers, and suppliers a very merry Christmas and happy New Year. As we approach the anniversary of our 40th year as Mainfreight, we have so much to look forward to as our network intensifies. We are proud to be part of this growing team.

We experienced a tough start to this financial year for which we can only blame ourselves. We have had too many branches relying on one or two key customers and have not spent the time in building the depth needed to ensure we deliver a consistent result year after year. The good news is we are working quickly to make changes. We are now starting to see a turnaround as we head into the second half of the year.

We have a very simple message for our teams as we head into next year;

1. Sales – we must embrace sales at all levels and be actively selling every day.

2. It is about QUANTITY in number of sales calls per week as this helps build many QUALITY opportunities.
3. Sales Pipeline – all branches must have a strong sales pipeline of large, quality opportunities with at least 10 potential clients close to closing or in the final stages of the sales process.
4. We are in the biggest market in the world, we need to aim much higher, be bold, and believe in the great products we have; they are world class.
5. Continue to build our future leaders, all must go through sales, as we need to build depth in our branches to cope with our growth.
6. Be true to our culture, live our KPI's, and believe in the Mainfreight way that has proven so successful over the past 40 years.

Many of our team were impacted by the serious storms in Texas and Florida this year but thankfully no-one was hurt. We did have three team members that suffered property loss or damage. Our team around the USA

responded and raised money to help them and others. Our Dallas team packed up the trailer BBQ and supplies, headed to Houston, (assisted by some of the Houston team that were not impacted) to cook over 3000 meals for the ones in need.

**Well done team, true Mainfreight culture, very proud of your efforts!!!**

Finally, I want to welcome and congratulate Chris Wilson on his promotion to President of CaroTrans. Chris is five months into the job and has plenty on his plate. He has relocated to Los Angeles with his family in record time and has started to make the changes needed. Good luck Chris and you have all the support you need from us.



## Mainfreight Celebrates 10 Year Anniversary in USA

November 1st marked Mainfreight USA's 10 year anniversary.

The team celebrated on a couple of occasions. First being a 10-Year Anniversary Celebration in October with the Mainfreight Board and Executive team, Customers, and local Mainfreight and CaroTrans team members in attendance totalling about 200 guests. Our guest speaker, Ian Taylor from Animation Research Ltd, spoke to the crowd about their "virtual eye" systems familiar from the real time graphics used in America's Cup racing, Formula 1 Grand Prix and many other sports, and new technology they are working on.

The team also celebrated on November 1st by having a cake at each branch for the team to share and commemorate this milestone occasion.

Time flies when you are having fun and we are looking forward to celebrating many more years in the USA.



## North America Transport – Shawn Roach

Our results for the first quarter were disappointing, with key branches' performance falling short year-over-year. The key issue was lack of revenue growth due to not managing our sales pipeline.

The second quarter showed improvement; through great efforts by the teams driving quality, revenue growth and above all a can-do attitude, the business started to see a small, positive turn in July, with increased revenue and profit through October.

Transport's goal is to claw back performance to be ahead of the prior year by the end of October. It is a big task but we can get it done, and it will set us up to execute a significant improvement in the second half of the year.

We must continue to focus on our key imperatives:

- Profitable revenue growth 15-20% year over year
- Customer satisfaction and retention
- Expand and support line-haul load factors and Owner Driver expansion
- KPI's owned at branch level with increased responsibility and accountability

It has been great to see continued support of bringing in new, Future Leaders under our graduate program, by welcoming 12 new team members to our Mainfreight Transport Family. Well done!

Our investment in our sales team is another key strategic success growing from 20 to 28. Welcome to:  
Brian Gallagher – Albany  
David Hallinan – Philadelphia  
Colten Siedlarczk – Chicago

Tim Muldoon – Newark  
Mandy Buck – Dallas  
Nicole Szelest – Miami  
Michael Gillaspie – Dallas  
Alex Borghello – Toronto  
Jay Patel – Dallas

It is very important for Transport to continue to believe in our vision statement:

"The success of Mainfreight is built on two unshakeable beliefs:

1. The only way to keep ahead of the competition is by the superior performance of our people.
2. The only measurement of that performance is in how the customer perceives it."

Keep up the great work and we look forward to significant improvement in our second half of the year performance.

## Have Safe and Happy Holidays!

### Mainfreight Assistance to FEMA Relief

Mainfreight Baltimore recently completed a successful 30-day charter operations campaign assisting FEMA (Federal Emergency Management Agency) in their disaster relief efforts to the islands of Puerto Rico, St. Thomas and St. Croix. With 33 flights over 25 days, Mainfreight was able to deliver 2065 pallets and just under 2 million pounds of much needed emergency relief supplies and material to the devastated islands. From water, tarps, MREs (meals – ready to eat) and other essential supplies and materials, Mainfreight assisted FEMA in their daily logistic operations for the relief of millions in the Caribbean.

The bulk of Mainfreight's support was supplied by the Ilyushin IL-76 turbo jet



freighter. Capable of handling oversize and bulk cargo, this aircraft is equipped with full size rear ramp access, which facilitated the load and offload of up to 40 tons of material per flight in near record times.

Many thanks go out to the National Service Center team for their financial support and to the folks in Miami for their last minute response to those situations that required a helping hand.

### CSCMP Edge Award – contributed by Daniel Smeltzer

Tom Valentine had encouraged Mainfreight Sales executives to join professional organizations as a means of connecting with decision makers and I made an effort to take action with the Council of Supply Chain Management Professionals or CSCMP. Every major city has a local group called a Roundtable, and I joined the Southern California

Roundtable which happens to be the 2nd largest in the entire organization. My involvement led me to decide to join as a paid member as I saw the value of the CSCMP brand and the fact that I could introduce myself to fellow members and typically get a vastly better reply rate for "cold emails".

As a new member I received an invitation to enter a sponsored essay writing contest about Autonomous Vehicles and the potential impact on the supply chain industry, and I decided that was an area of interest that I wanted to spend some time researching and writing about. I ended up writing an 8-page essay across several nights and weekends, finalizing and submitting it minutes before the midnight deadline and hoped for the best. Several weeks later I learned I had won which granted me a paid admission to the CSCMP annual conference (\$900 fee covered) plus paid hotel and recognition at their Young Professional evening reception! I was also featured in the Annual Conference schedule notebook with a few paragraphs and picture of me. It caused great dialogue as many people recognized me from the conference notebook and helped me connect with even more people there.

Overall in life and in business we are ambassadors for what we do and what we believe in, and as Supply Chain professionals we have to keep our ears and eyes open for opportunities. Improving your network is a fantastic way to have closed doors open up, and to get exposure to high



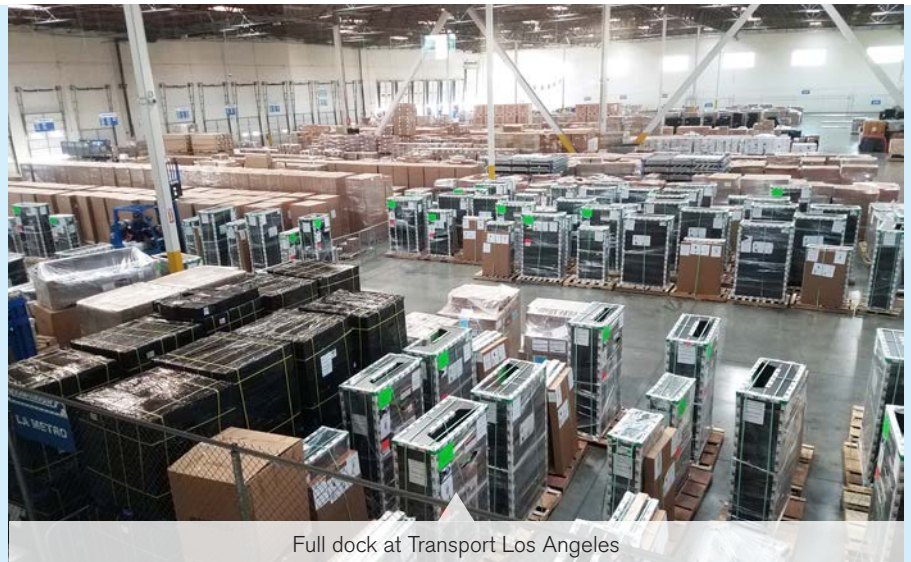
level decision makers. I highly encourage everyone to research and join their local CSCMP group and get involved!

## Los Angeles Transport – contributed by Shane Michalick

What a crazy few weeks it has been here in sunny So-Cal. The sun continues to shine as it does every day here and is still pumping out 90-95 degree temps most days.

We have been fortunate enough to have the Board of Directors in our branch recently along with the regional leaders from all over the world. It has been great to see these guys and girls spending time in our branch, walking around our facility and having lunch with the team each day. Throw into the mix a few visiting branch managers and VP's, a large handful of customers for the 10-year celebration, and Barry McLemore conducting an audit amongst it all just to keep it interesting and on our toes!

The build up to Christmas has been very fruitful so far for the Los Angeles Transport Branch, some huge volumes on the dock causing a few space issues. I'm not talking space issues like we had back in Newark a couple of years back where we were driving over dock plates to get to the other end of the building or sorting Armani out in the parking lot using car headlights, but we are certainly getting close. The last couple of days have been a bit more fortunate with some of the on-hold freight or slow moving product now rolling out the door giving us a bit of room to move.



Full dock at Transport Los Angeles

The most exciting thing for team Los Angeles at the moment is the branch finally hitting profit year to date. We got off to a rocky start for the year but have slowly been clawing back a little bit each week to get to break even status. Now comes the real challenge for Los Angeles. Maintaining it, growing it and surviving the upcoming Christmas break and the challenges that the month of January can bring to our business. Team Los Angeles has not had a win for a few years or seen a bonus so it's now right at our fingertips and up to us on what we do about it.

New business and considerable growth from existing clients has been our recipe for success so far but we need to keep it going and with Brian Heidrich at the helm of sales, you can

expect that he will keep pushing to get the results needed to get LAX in to some "real money". The team in operations has done a great job to survive so far. A 40% increase in freight volumes into the business is going to expose some cracks and push us to the limit but the team have held up well and we really are super proud of the turnaround the team have achieved together. Our quality is getting stronger each week but we are not there yet, still having a long way to go in achieving the results that comes with being based in a world class city like Los Angeles. The potential is huge!!!

Keep going forward team, work together, help each other and I guarantee our branch will shine.

## North America Air & Ocean – Nathan Thomas

**H**alloween has come and gone for another year; the holiday season here in America truly upon us. Once again the year seems to be flying by.

Consistent messaging around our “Ideal Mainfreight Characteristics” in building our prospective customer pipelines is seeing results, as we convert new business and welcome them on board. Growth comes with

exciting challenges as we build our team with future leaders and provide them with the skills to succeed in our environment. It’s our team continuing to improve and performing that delights our customers, as well as making our roles fun as we get the job done.

For us all looking into 2018, a key focus for us is growing the next level of leaders. Preparing our team to take

on new challenges and move into new leadership roles is an exciting part of our DNA.

With Thanksgiving just around the corner, it is timely to give thanks to our Team and their Families. The support from home for all our team members is very much appreciated. Please make sure we all relax with the family whilst eating turkey and watching football over our Thanksgiving break.

### Enjoy the festive season, be safe and happy!

#### Charlotte Air & Ocean Team Building – contributed by Adam Renner

Our Charlotte team is a blend of new and experienced team members. We are learning side-by-side, and charting a course together for our branch’s future. Our team planned a trip to the US National Whitewater Center in Charlotte with the goal of building our team bonds as we experienced new things together, and hopefully having a bit of fun in the process.

During a year in the life of a branch you experience moments of stress, focus, fear, excitement, pride, and



satisfaction amongst many other emotions. This particular day out gave us the opportunity to pack several of those feelings into a short timeframe. We got the chance to tackle a few

fears, and push the boundaries of our comfort zones!

It is great to be part of a company that embraces opportunities to step out on a ledge. Thanks to all involved!

## North America Logistics – René van Houtum

**T**his year has been a turbulent one for our Logistics business in North America. The team has been busy, realizing and managing over 50% growth during the first six months of the new financial year. This is something the entire team is proud of and I would like to acknowledge the effort of our team members. Thanks all! By the time of writing this report, several new customer implementation projects are in progress, which will further boost our growth!

As we all know, revenue growth is a must in order to fill our warehouses and cover the fixed costs that come with it. Every (potential) customer acknowledges the “beauty” of our warehouses and more importantly, the enthusiasm of the team and

difference our unique culture can help them to grow their business. We must never forget that this combination is our unique selling point!

After opening stand-alone Logistics warehouses in Los Angeles (2015), Dallas and Newark (2016), we are very happy to announce the opening of a new, brand-new stand-alone

warehouse in the Chicago region. Starting February 2018 we will utilize a 148,000 sq. ft. (13,750 m<sup>2</sup>) building in Bolingbrook, IL; just west of Chicago. Another milestone for the Logistics division that will help us to improve the service to our existing customers and target aggressive growth for this area.



Artist's impression of the new Chicago building

At the end of August, Mitch Gregor, General Manager of the New Zealand Logistics division visited several of our USA Logistics branches. This was a perfect opportunity to learn from each other and to exchange information about the business. The “Driving Force” meetings that Mitch organized were well received by the USA teams.



Driving Force presentation from Mitch Gregor

We have commenced voice picking in the USA in order to further enhance our performance and productivity. The Newark branch has implemented this method for several customers and our intention is to increase use of voice picking in other branches and for more customers.



Ronald Rhodes of the Newark Logistics team participated in the implementation of voice picking at the Newark branch.

More fun activity, this time on the East coast, where the Newark Logistics team, supported by New Zealand branch manager Esmond Lum, played a kick-golf game against the New Jersey CaroTrans team.



The Logistics and CaroTrans teams (L-R): Andrew Coulton, Esmond Lum, Jessica Almonte, Stephen Cacnio, Jose Melendez, Bryan Landin, Alex Kosachev, Ken Millroy, Erik Berger, Taka Arima and Kevin Meza

Besides work, there is time to have fun! To celebrate mid-summer, the Chicago team organized a “Hawaiian shirt Friday”, of course followed by a BBQ.



The Chicago team with (L-R): Riley Tryhorn, Donald Hull, Zac Doell, Danny Mason, Brandon Fischer, Alex Lasota, Chris Ruiz

The year has flown by; let's look forward! The goals for the next calendar year remain the same; we continue to target supply chain customers together with our Air & Ocean and Transport divisions. We must challenge ourselves to do things better every day in order to improve our performance and efficiency. That is what our customers deserve and it will strongly contribute to the growth we are targeting.

**1.** Look after our assets! It is important that our warehouses, offices, canteens, kitchens and bathrooms are spotless at all times. We want to work in a professional environment and store our customers' product in a clean

and tidy facility. Equally important, it is a measure of appreciation for the hard work our teams are doing every day.

**2.** Think big(ger): we have proven to be able to win big customers, even in markets that are new for us. We are perfectly positioned to gain more supply chain customers, together with our Air & Ocean and Transport brothers and sisters.

**3.** We are not the biggest, but we want to be the best! In everything we do, let's make sure we do it right the first time. Zero mistakes in our warehouse processes is the absolute goal!

**4.** Health and Safety. At the time of writing this report we haven't had

any major accidents in our warehouse. A few minor incidents have been registered and this reminds us how important the health and safety of our team is. We must discuss any health and safety issues during our Positive Action Team meetings and please remember that this is everyone's responsibility.

**5.** Mainfreight's two unshakable beliefs are almost 40 years old and they are still the backbone of our company. Keep this in mind with everything you do!

Once again I would like to thank the team for your dedication and hard work.

**Please make sure you enjoy the festive season with your family and all the best for 2018.**

## Hood to Coast – contributed by “Skipper” Weston Martin

Last October 2016 we had little (read: zero) idea what we were getting ourselves into when Team Mainfreight was accepted to participate in the Hood to Coast relay through a lottery selection process. READY FIRE AIM!

Fast-forward to a week in late August as 11 brothers and sisters from Atlanta, Chicago, Los Angeles, Newark, and Miami descended into Portland, overtaking the small Portland branch of eight to gather for the event. The day before the main event we drove to Mt. Hood where the race would commence the next morning. There, we cooked a big pasta dinner, decked the team vans with Mainfreight spirit, and strategized the next 31 hours on the running ahead of us; a 199 mile route to the Oregon coast.

The next morning at 9am it was game on with the first leg of the relay kicking off at 6,000 ft above sea level, just above the Cascade timberline. Nearly 10 hours and 11 passes of the relay bracelet later, our team exited the thick pine of the Mt. Hood National Forest and approached Portland proper. The sun began to set, yet we continued from one weary hand-off to the next along the path under the stars of a clear Oregon night.

Daybreak finally approached giving our team the light we needed to push through another forest, farmland, and to ultimately complete 9 more hours of running to our final destination: the beach at Seaside, Oregon. We had each completed at least three legs at this point, and our “anchor”, Riley, brought it home where we all met him to cross the finish line together! We could not be happier, because this meant we could rest, eat, hydrate, and relax without having to complete another mile. Overall it was great fun and we cannot wait to get out there again next year, hopefully with two full teams, if not three!



Back row (L-R): Jake Fallon, Weston Martin, Michael Benjamin, Robert Comfort, Nathan Thomas, Thomas Merriman, Peter Dyeremose, Matt Gustafson  
Middle row (L-R): Lucia Thomas, Khareen Raiz, Kiley Ogden  
Front row (L-R): Riley Tryhorn, Andrew Coulton



## Hurricane Harvey – contributed by Terrence Wakefield

In the wake of Hurricane Harvey which dropped 40"-61" of rain in the Houston Metropolitan Area and caused catastrophic flooding and estimated damages between \$150-\$200 billion, the Mainfreight/CaroTrans teams from both Houston and Dallas came together to provide relief supplies and meals to those affected and displaced by the hurricane.

Initially the aim was to raise \$2,500 to provide meals for 300 people staying at a shelter in Conroe, TX, but our Mainfreight/CaroTrans Houston team ended up raising over \$16,000 to cook over 3,000 meals for evacuees, volunteers, US military and local law enforcement. By utilizing the Mainfreight Smoker, the teams were able to grill/smoke pulled pork sandwiches, grilled chicken, burgers and much more for those affected and served them at the Conroe Convention center, Inter-Faith's Disaster Relief Center and surrounding neighborhoods.

The Houston and Dallas teams also donated crucial food items and supplies such as water, canned goods, toys and clothes to those affected in the Southeast Texas area.

Recalling my experience from other hurricanes while living in south Florida, one of the best things that helps people feel some sort of normalcy after losing everything or being displaced is having a nice hot meal! And in Texas, barbecue is everyone's comfort food!

With relief efforts lasting over two weeks, it was a great way to get the teams from both divisions and cities together in support of a greater cause. Team members that participated along with family members were: Matthew Britton, Ashley Gray, Jennifer Stooksberry, Danielle Perkins, Lori Garcia, Kristian Stone, Dallas Wymes, Nathan Chaney, Peter Joyce, Tailor Solbrack, Michelle McClanahan and Terrence Wakefield. Great job guys!



Pictured in Arlington Police Tweet: Left – Tailor Solbrack, MF Dallas; Right – Peter Joyce, MF Houston

## Responses from affected team members who received support ...

**From:** HOU Maria Espinoza  
**Sent:** Tuesday, October 31, 2017 2:49 PM  
**To:** LAX John Hepworth; LAX Chris Wilson  
**Cc:** HOU Matthew Britton  
**Subject:** hurricane relief

Hello,

I wanted to personally reach out and thank you all for the hurricane relief check. It's been a tough time but it feels good to know I work for a company that takes care of the employees in hard times. I will continue to work hard for this company and learn as much as I can to do my best.

Thank you so much!!

Maria Espinoza



**From:** Kristian Stone  
**Sent:** Thursday, November 2, 2017 8:38 AM  
**To:** John Hepworth; Nathan Thomas  
**Subject:** Hurricane Relief

Dear John and Nathan,

My family and I are overwhelmed with gratitude for Mainfreight's generosity through the hurricane relief donation we received yesterday. We will never be able to truly thank you enough for your support. This could not have come at a better time as we were recently able to purchase a home due to a special program for disaster victims after the house we were leasing was flooded. We will now be able to refurbish most of the belongings we lost and start to live a normal life again. It is such an honor to work for such an amazing company and to be part of such a giving family! Again, My family and I, thank you so much for your help and generosity!!!

Thanks,

Kristian Stone | Export Operations (IAH) | Mainfreight Inc.

## CaroTrans – Chris Wilson

**T**eam, 2017 has been filled with a lot of change, opportunity and one very surprising and untimely loss of a much loved team member, our Branch Manager in Boston, Tom Swain.

We have new Branch Managers in Dallas, Atlanta, Los Angeles and Boston. It is a tribute to our culture and the high quality of internal candidates that all of our new Branch Managers came from within CaroTrans. This is a great accomplishment and it is a testament to our recruitment process and our ability to attract high quality leaders.

Several team members were presented with service awards starting from 5, 10 and 15+ years. Congrats to all of you!

We continue to challenge our IT capabilities and have developed some of the most competitive technology products in the market. We even challenged the market this year and made a decision to move our Southeast hub from Atlanta to Charleston. This will differentiate CaroTrans in the market and improve our service capabilities.

We can talk about many things; changes, challenges, losses, wins, hurricanes, service legends, training programs, IT products, CFS locations etc. But nothing defines CaroTrans more than a satisfied customer. It is what we live for and why we come to work each and every day.

Thank you to the entire team for working through your own personal and daily challenges so as to nurture and exceed the expectations of our customers.

**Enjoy the holidays and all the best in 2018!**

## Boston Team

CaroTrans Boston has gone through a lot of change this year. After tragically losing Tom Swain in May, the Boston team has pulled together to continue the legacy that Tom worked so hard to build for over 10 years.



(L-R:) Chandler Zhou, Ede Salvatore, Brian Moorehead, Ahniyah Kebede, Joe Kleinmann (Branch Manager), Lauren Gannon, Pakie Bradley

## Charleston – Going Back to the Water

Two years ago we made a decision to move our Southeast consolidation warehouse from Charleston to Atlanta. The idea was to move the loading closer to where the freight was originating. The Atlanta area was booming, and while it's still a hot market there are other factors which make it time to move back to the port.

We have partnered with a state of the art load center (Premier Logistics).

Premier views our business as a natural fit for their existing facility and abilities. They have a beautiful warehouse located 7 miles from the North Charleston Terminal and 15 miles from the Wando Terminal. The proximity will allow us to increase our net loading weights by 5,000 kgs. We'll have much greater flexibility with late gates and not be constrained by the equipment shortages we

experience in Atlanta. The feedback we've received from the CaroTrans family, partners overseas, and customers has all been positive. We look forward to everyone getting behind the move and reaping the benefits it will provide. We'll be the only neutral NVO loading in Charleston!

## CaroTrans Chicago

The Chicago Team (orchestrated by Annalisa Marchiafava and Rita Kollias) took the time to throw Tim Merchut and his soon-to-be bride Kirsten Magnuson a bridal shower, prior to their wedding on September 30th.



Chicago Team toasting the newlyweds

(L-R:) Anna Villafane, Gladys Garza, Janice Brunning, Sara Faddah, Patti Moran, Jim Stutzman, Olga Cazares, Beth Conboy, Ella Filipek, Debbie Klodzinski (kneeling), Suzi Hicks, Ana Zarco, Dee Derlaga, Joe Zeno, Lynn Ocasio, the bride and groom, Jamie Houlihan, Fiorella Meza, Andrew Weisse, Takehito Kashiwabara, Annalisa Marchiafava, Jasmyne Browne and Nicole Muschong

## Rebuild of the Dallas Team

CaroTrans Dallas is getting a fresh start and rebuilding the team! Krystle Bouchahine has relocated from the Cleveland branch to take on the role of Branch Manager. She joins Tyler Nichols and Mylinda Winton. Together they have been making sure our customers know why CaroTrans is the clear choice for the highest level of customer service around! The Dallas team also welcomed aboard recent graduate Lauren Hatley to take on the role of documentation specialist.

With this exciting new growth of the team it is time to focus on the growth



(L-R:) Mylinda Winton, Tyler Nichols, Krystle Bouchahine, Lauren Hatley

of the business in the Northern Texas, Northern Louisiana, Arkansas and Oklahoma regions. With DFW being a major import market we expect to see

significant growth in that area as well as a major expansion in LCL exports. Time to get to work! Good luck CaroTrans Dallas!

## Hurricane Harvey Disaster Relief – Matt Britton

In late August, Houston and the South East Texas region were devastated by flooding as a result of Hurricane Harvey. The local CaroTrans and Mainfreight teams worked together to raise money to assist those displaced from their homes. On the weekend following the flooding, our International Account Manager Ashley Gray and myself used some of the funds to deliver much needed relief items to Winnie, TX. At this time Houston was getting plenty of donations and media coverage whereas some of the smaller towns like Winnie were overlooked. Ashley got in contact with a local Jeep dealership which was acting as a distribution center for residents to come get much needed supplies like water, canned food, diapers and cleaning supplies. Thanks to the help of the good people at Walmart in Baytown, TX we were able to take a couple of loads and make a difference in people's lives.



Matt Britton, Walmart employee and Ashley Gray



Winnie Jeep staff with Matt and Ashley

CaroTrans New Jersey and Seino Logix Team take a port tour to Global Container Terminals (arranged by the steamship line MOL)



Tony Lucas (MOL), Takahiro Arima (Seino), Yoshimasa Taguchi (Seino), Nicole Salcedo (CaroTrans New Jersey), Kerry Conn (CaroTrans New Jersey), Yoko O'Connell (MOL)

## Technology – Kevin Drinkwater

### Continual Improvement – Strategic Functionalities Delivered

**W**e continue to rollout new functionality and technology on what seems to be an almost daily basis. Mainstreet has received the largest focus following its New Zealand go-live in May. This is as a result of feedback from the business requiring improvement of some of the functionality, as well as to increase the performance (speed) of the system for users. We recognise there has been some frustration at the speed of change, and we are working as quickly as we can, based on a priority list set by the business. The team is also heavily involved in adding the functionality required for Mainfreight Australia to implement Mainstreet there next year.

Our Order Management System (OMS), released earlier this year, is a very valuable addition to our Technology Suite. Built within Mainchain (our customer portal), it allows our customers, particularly Air & Ocean, to monitor the status of their orders through the manufacturing process anywhere, anytime. OMS effectively extends our

reach and service for the customer, directly into their supplier's networks, so they can have visibility from the time they place their order with the manufacturer. OMS gives them insight well in advance of what they can have without it. Logan Lim explains more below.

Our European team has added to their extensive list of innovative customer solutions, creating new capability and opportunities for the business. Their latest solution allows us to offer a complete online selling model to customers that warehouse their product with us. Effectively, we provide their online store front. Further enhancing this product is the ability to deal with multiple types of customer models from direct to the consumer (B2C) or a variety of business to business (B2B) models. We can also collect the payment for the transaction. This is further explained by Marc van Aalst later in this section.

The CaroTrans USA team has almost completed the switch to their completely new version of CaroTrak,

a system that has run successfully from November 1999 until present day. While another great example of the longevity that our systems have, it was definitely time for a change to a fresh and modern platform. The system has been progressively updated over the last three years, by integrating new modules into the old system in a way that they can coexist and give more immediate benefit to users, rather than waiting for the entire system to be rewritten. This approach has also meant less downtime and risk.

Domestic Transportation in Europe has taken a similar approach, by implementing their Mainmove software progressively over the last two years. In October they achieved a major milestone with the go-live for all shipments from and within the Netherlands transferring to the new system. They are already seeing significant efficiencies from Mainmove. Next year they will begin implementing the system in their other domestic operations, the main ones being Belgium and France.

### Cyber Security – Watch out for Phishing

Cyber Security continues to attract considerable focus from our IT teams globally. One of the key attack types that we are vulnerable to, both at work and home, is through email, in particular an attack called phishing. These emails try to induce the email recipient to click on a link in the email which then takes them to an insecure site that can download all sorts of nasty software onto your computer.

Further details on what phishing is and how to spot it, follows in an article below. Our infrastructure teams are spending a considerable amount of energy and resource in keeping us safe, and most of their work is behind the scenes so you won't often see it. However our best defence is our team and customers. We need you to be constantly vigilant to these sorts of attacks.

### Thank You

Once again it has been a very big year for our IT Teams. I suspect it is our biggest yet, especially when you consider the very large and strategic implementations that were successfully delivered. None of this happens without an

immense amount of dedication from our business solutions, software and infrastructure teams. The latter probably being our unsung heroes as you seldom see the full extent of their work, much of which is undertaken after hours.

**We thank you all for everything you have done and wish you a particularly restful and relaxing Christmas / Holiday season. You deserve it!**

### Online Merchandise Shopping – Marc van Aalst

Earlier this year we introduced an online shop for one of our largest global customers to sell their Branded License products. Our customer sells all kind of products – branded with their company logo – to their dealer network but also to private customers. The products from 23 licensees are stored in our warehouse and are owned by the licensees (consignment

stock). Dealers, of our customer, place their orders in the customer's system and these orders are sent via EDI to our newly built order management system. We had to build a new system for that process as we have to deal with backorders as well. Our WMS – typically no WMS – is able to deal with backorders in an efficient way, so the logic was put into the new system.

Another challenge we had to overcome is the financial flow for the B2C market. Private customers have to pay their order at the point of checkout in the website. Mainfreight had to develop a solution and find a payment provider who is collecting the money (credit card, PayPal, direct banking etc.) on behalf of Mainfreight. That implies that we had to build

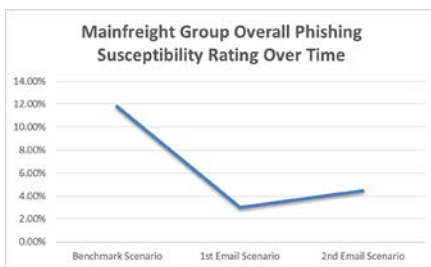
solutions for the financial flow, printing invoices and put them in the shipper carton, collecting the money etc. As the products are owned by the licensee we needed to build a process for settling the Licensee as well as our customer. In order to give transparency to the licensee regarding

Stock numbers, sales orders, returned orders etc, we developed an online reporting tool using Microsoft PowerBI as a viewer. As you can imagine lots of new functionalities and processes had to be designed and built. It took us 6 months to develop and test the entire system. The go-live was very

successful and up to now our customer is very excited about the business model. On a scale from 1 to 10 Mainfreight was rated by the customer with a 10. It is fantastic to see how IT solutions support the business and help the customers to grow their business.

## Cyber Security – PHISHING Attacks - Fraser Dawson

We have a number of cyber security projects underway at the moment but the big push with the business right now is PHISHING.



### Why care about phishing?

In 2017 phishing remains the most commonly exploited vector of cyber attack globally, and accounts for 90% to 95% of all successful cyber attacks worldwide. This means that phishing attacks are a high priority for us. For this reason Mainfreight team members need to remain vigilant at all times.

We have just completed our third phishing simulation across the business. These simulations are designed to increase awareness and understanding around the subject of phishing. By educating the team about phishing we are 'hardening' ourselves against phishing attacks. Based on our last two simulations around 4% of the global team were found to be susceptible. We need everyone trying their best to get this result to zero.

All team members worldwide should now have the phishing reporter button in their Outlook toolbar. Please use this button whenever you suspect a phishing email.



Currently the global team is reporting around 40% of phishing simulation emails which is great. However the reporting rate for real phishing emails is still quite low.

And perhaps most importantly team, you must notify your local IT team immediately if you think you have replied to a phishing email or clicked on a link in a phishing email. The quicker we can respond, the less chance of a serious cyber breach occurring.

### Phishing Email Red Flags

Remember to refer to our quick guide below to help you know what to look out for in a phishing email:

**Remember Team:  
You are our best defence!**

# Phishing Email Red Flags **MAINFREIGHT**

## FROM

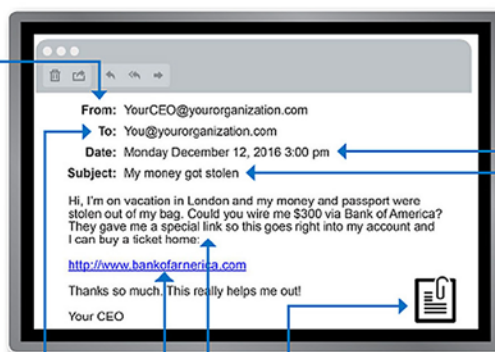
- I don't recognize the sender's email address as someone I ordinarily communicate with.
- This email is from someone outside my organization and it's not related to my job responsibilities.
- This email was sent from someone inside the organization or from a customer, vendor or partner and is very unusual or out of character.
- Is the sender's email address from a suspicious domain (like micorsoft-support.com)?
- I don't know the sender personally and they were not vouched for by someone I trust.
- I don't have a business relationship nor any past communications with the sender.
- This is an unexpected or unusual email with an embedded hyperlink or an attachment from someone I haven't communicated with recently.

## TO

- I was cc'd on an email sent to one or more people, but I don't personally know the other people it was sent to.
- I received an email that was sent to an unusual mix of people. For instance, it might be sent to a random group of people at my organization whose last names start with the same letter, or a whole list of unrelated addresses.

## HYPERLINKS

- I hover my mouse over a hyperlink that's displayed in the email message, but the link-to address is for a different website. (This is a big red flag.)
- I received an email that only has long hyperlinks with no further information, and the rest of the email is completely blank.
- I received an email with a hyperlink that is a misspelling of a known website. For instance, www.bankofamerica.com - the "m" is really two characters - "r" and "n."



## DATE

- Did I receive an email that I normally would get during regular business hours, but it was sent at an unusual time like 3 a.m.?

## SUBJECT

- Did I get an email with a subject line that is irrelevant or does not match the message content?
- Is the email message a reply to something I never sent or requested?

## ATTACHMENTS

- The sender included an email attachment that I was not expecting or that makes no sense in relation to the email message. (This sender doesn't ordinarily send me this type of attachment.)
- I see an attachment with a possibly dangerous file type. The only file type that is always safe to click on is a .txt file.

## CONTENT

- Is the sender asking me to click on a link or open an attachment to avoid a negative consequence or to gain something of value?
- Is the email out of the ordinary, or does it have bad grammar or spelling errors?
- Is the sender asking me to click a link or open up an attachment that seems odd or illogical?
- Do I have an uncomfortable gut feeling about the sender's request to open an attachment or click a link?
- Is the email asking me to look at a compromising or embarrassing picture of myself or someone I know

## CaroTrans USA App and Cargowise Integration – Craig Stukey

CaroTrans USA has released a new application on both Android and Apple Appstores that is free to download. The app mirrors applications on our website with the goal of simplicity and familiarity. The app also comes with many features, such as looking up sailing schedules, LCL quotes, LTL trucking quotes and more. We plan to make regular updates to this application and keep it up to date as well as add additional features.

We also released a newer version of our desktop application which is designed to replace our widgets, which are not supported past Windows 7. The new application also behaves like our phone app and will be supported Windows 8 and onwards.

After many months of work with CargoWise, CaroTrans USA has completed integration with CargoWise to create a seamless experience for

users on both systems to create and update bookings between both systems. This EDI system will work similar to others we already have in place and create an easy process for creating bookings and having up to date information between both systems, without as much manual work required.

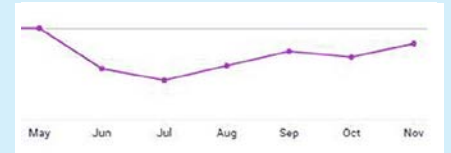
## Mainstreet NZ – Continual Improvement – John Eshuis

We continue to listen to our team of users and tweak Mainstreet to make life as easy as possible. We do this while juggling the Australia requirements for their go-live in April 2018.

Our feedback, branch visits and helpdesk calls tell us that while there are still things to fix, overall the team is getting more and more comfortable

with Mainstreet as time goes on. Familiarity with the product, ongoing training and super-user engagement, product release cycles – all contribute to an overall experience that is on the up!

Are we finished? No, not by a long shot, but the trend is positive and we are pleased about that. We'd love to tackle every issue and fix everything at



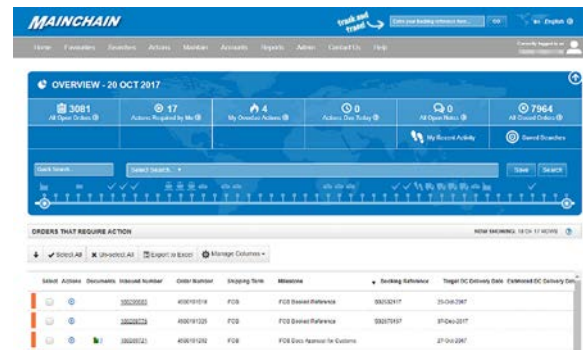
once, but that's just not possible. So ongoing, incremental improvements are what we are looking for, and currently we are achieving that.

## Mainchain's Order Management System (OMS) – Logan Lim

### Pushing Mainfreight deeper into our Customer Supply Chains

Historically Mainfreight's role in our customer supply chains has focused around looking after their importing/exporting, warehousing, and transporting functions.

However with the OMS we now have the opportunity to push ourselves deeper into our customers' processes and help them manage, understand, and grow their supply chains.



### What does it offer that's different to our standard Mainchain?

The OMS is a module of Mainchain which offers the ability to communicate with international vendors; manage order quantity and date changes; prompt users when milestones are coming up, hit, or missed; and search and report on performance to name a few features!

### How does it work?

We've built it in a way that allows us to configure custom milestones and actions that trigger at specific times in

the process based on a target, estimated, and actual milestone date.

Using API's, we integrate directly with our customer systems and CargoWise – ensuring a direct and real-time feed of information between all involved and reducing the emails that are typically needed to co-ordinate the on-time delivery of an order all the way from the international supplier's factory to local distribution centre.

Based on the role of the user who logs in, we can also provide different views, functions, and action reminders.

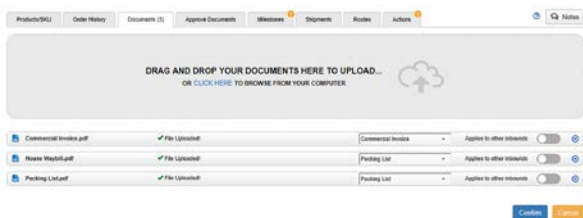
For example:

1. Buyers – approve quantity changes to orders raised by vendors who may be short on raw materials and wanting to send the order with short supply

2. Finance – ability to schedule payment dates for vendors to see, view invoices
3. Logistics – approve and manage date changes from vendors or Freight Forwarders, update total carton counts, monitor and manage the progress of orders/shipments
4. Vendor – upload documents, request for changes to order quantities and dates
5. Warehouse/DC – view what containers and orders are coming in, and download the packing lists to check off the goods which have arrived

### It sounds great! How do we sell this new service/tool?

Before selling this to any customer, please contact your National Sales Manager about opportunities you think would suit the OMS.



## Training & Development – Martin Devereux

Each year Collins Concise Dictionary nominates a word or phrase that their organisation identifies as having been notably more visible in the last year. It may be a brand new word or an existing one that has seen its popularity increase because of current events or trends. 2016's winner was "Brexit", and the 2017 winner was "Fake News". In the world of Mainfreight, our 2017 word of the year would have to be "Mainstreet". For those involved in this enormous project, they may argue this could also be the word of the year for 2015, 2016 & 2017 based on how long they worked on the roll out. But for the wider business, Mainstreet, has been an enormous focus this year for the businesses in Australia and New Zealand.

The goal was to unplug one operating platform and replace it with a new one without impacting our customer experience or service standards. Whilst there have been some challenges for our teams adjusting to the new system, the actual process of training and implementation of Mainstreet has been a huge success and something many team members across our business should be incredibly proud of. It is not practical to name every individual who contributed to this project but from a training perspective the contributions of Rachel Hustler, Alexia Van der Zanden, Charlotte Carpenter, Gabrielle Fage, Samantha Ward and Marla Costabeber were something special. To you, and to your teams, a massive thank you.

This project on both sides of the Tasman Sea has brought the two training teams together with much sharing of information and also resources. No better example than the team themselves, please see below from some of the team stepping out of their comfort zones.

*Step off the plane and suddenly you know you're somewhere else.*

*There's a g'day here, mentions of an esky there (and that's only at the Airport!) and then reality hits – you're no longer in the land of kiwis and marmite but rather one of vegemite, koalas and roos.*



(L-R): Charlotte Carpenter, Lizzie Judd, Samantha Ward, Rachel Hustler, Alexia van der Zanden, Gabrielle Fage, Marla Costabeber

*You begin to ask the question, all this for round two? Can you do this ALL over again?! And each time you ask it – the answer is always the same, hell yes I can.*

1. Round two being another roll out and Go Live for Mainstreet, here in Australia with a few slight differences along the way:
2. No longer does it take a few short hours to get from one branch to another but rather it takes days

*There are different time zones and in most cases the linehaul will travel through these time zones*

*I mean, that's enough to blow the minds of us kiwis who are used to having a population of more sheep than people. New Zealanders reading this, am I right or what?!*

*How might we survive living in another country you might be asking yourself? Well, the answer is simple:*

1. Know the right people – it's not what you know, but it's definitely who you know.
2. Stake out the nearest takeaways and whether UberEats delivers to your area cause let's face it you will probably use this more often than you tell yourself you will.
3. Coffee – lots of coffee and being based here in Melbourne that is not a tough task, I tell ya!
4. Learn the lingo – maybe buy a book (...or in our case a coaster!).

*We can safely say that we have done ALL of the above.*



*All joking aside, the people play a major role and we're lucky to work in a company where the culture is based on family and it definitely feels like we've moved to another welcoming family who have made the move so seamless.*

*As you read this, in Australia we have just completed our four months of Branch Manager and Branch Champion training and are eagerly awaiting February where we begin our end user training with the Go Live date of April 30th. This is probably our favourite part of the whole process coming up, as we get to be amongst the branches showing them the system which we live and breathe!*

*This is the experience for the Kiwis living in Aussie how did the Aussies find taking on the land of the Kiwis?*

*We were first invited over to NZ in June 2016 – yes, it's been well over a year since that day! So what did we do in that time? We've shared in the Mainstreet journey with all of you. We assisted in training the wonderful team members who took on this challenge to step out of their everyday roles to be trainers. Our little fledglings came from all sorts of*

backgrounds and experiences in the business but they all had one thing in common – fantastic attitudes and blue blood running through their veins.

Many of you will have seen us in the branches delivering Branch Champion training to the wonderful support teams – another great group of guys and girls who made this successful Mainstreet journey possible.

And last but by no means least, the branch training and go live support that we were given the opportunity to be involved in. We have shared hundreds of hours with so many fantastic team members through NZ. We have been humbled by the strength of the teams we have interacted with.

It's surprising that amongst it all we have had time for a bit of work/life

## Americas

Each year brings many opportunities and special moments. For us, one of those moments saw our first Emerging Branch Managers workshop completed in Los Angeles.

From the beginning, our objective was to create excitement, and to challenge and inspire our team to become branch managers.

It was a highlight to have our brothers and sisters from around the world assist us and demonstrate that our culture is not just skin deep. A big thank you to Craig Evans and Martin Devereux for joining us from New Zealand and, all the way from Auckland via WebEx, Mitch Gregor.

The overall message of team development, service excellence and profitability comes from understanding our group's culture; keep it simple and consistently do the basics well.

The concept that was prevalent each day; every decision we make must align with our company's culture and values.

During the past six months the US Training Team has delivered training sessions on our culture. We provide solid examples of our culture in play to highlight that the 3 Pillars is not just lip service.



Gabrielle Fage (far right) taking Branch Managers through their paces in Australia

balance and all got out and explored the wonderful country that NZ is. Lake Tekapo in the South and Waiheke in the North would definitely be the two most loved locations for us all.

That's all from us! Whilst Mainstreet was a focus for our Australasian businesses, other things were also taking place...



Emerging Branch Managers meeting – social cooking event  
Looks like organized chaos, but the culmination was haute cuisine we're told!

We promote from within, we empower our team to be part of the conversation and make decisions, and we work hard to stop any 'red tape' from slowing us down. Yet we cannot become complacent.

To grow and prosper we must all have energy and passion, be easy to deal with and take responsibility. Together we foster an environment that encourages mate-ship, personal growth and the understanding of our culture.

As we see our future leaders developing within our business and taking the next steps in their careers, we can ensure they are supported along their journey through our

leadership development training. A focus on culture, personal and professional growth gives them the confidence to move forward and not rest in a question mark.

At the Mainfreight USA 10 Year Anniversary celebration, one of our Future Leaders Cole Hopper spoke about his time at Mainfreight and being part of the program. His words reflect his understanding and acceptance of our culture, and shows that our team is on the right track with what we promote.

*I began my journey as a Future Leader with no industry experience, going to work for a Kiwi company that prides itself on doing things a*



*little bit differently and promotes a culture that proclaims "Special People, Special Company". To be honest, I was sceptical at first. I thought "sure, everyone says they're different, but most don't live up to the claim." I could not have been more wrong.*

*As I came to find, this Future Leader program taught me more about what Mainfreight's culture really is than how to do my job. Sure, I learned all about the nuts and bolts of freight forwarding but the real lessons came from my mentors and my teammates.*

*I've learned what it means to be a good leader. Good leaders lead by example. They encourage and enable their team mates to learn the business well, so that one day they can move to their next step and know the job will be done even better than before.*

*I also became very familiar with one phrase that every Mainfreight team*

*member is familiar with; Ready, Fire, Aim. Our notion that you don't have to have every detail planned out, but that making a decision and moving forward is better than staying stagnant and accepting the status quo. Sure, sometimes this leads to wrong decisions, but decisions to be learned from and not repeated.*

*For me, this meant being thrust into new roles just when I became comfortable in my current one. Just getting the hang of import operations? Great! Now we need you to move into the customs brokerage team. Comfortable using our freight management system? Ok, now you'll be responsible for training your entire branch on any new changes or updates.*

*Don't get me wrong, these kind of transitions and challenges are daunting, but I've never felt pressured to be perfect. I know my team is there to support me, just as I'm there to support them.*



*I'm not sure what my next step will be, and I think this is one of the best parts about the Future Leaders program and our culture as a whole. The next opportunity may come when least expected, but whatever the challenge may be, your team and family will be there to support you."*

**Cole Hopper, Mainfreight Air & Ocean Albany, North America**

## ASIA

Taking a step away from the computers and software courses, our Training Team took the first steps towards launching a Future Leaders program in Asia. In September "Career Cafés" were conducted with students at Nanyang Technical University in Singapore and the Guangdong University of Finance & Economics in Guangzhou, China. In both locations our team were overwhelmed at the level of interest these young people had for our business culture and the opportunities available to people with some ambition. We shared our experiences on what a career can look like, what our team do around the world every day and what we felt our business would look like as we grow further.

We have already started to receive applications from some of these students and also their friends who heard what we were promoting. We also experienced a Singaporean student realise her future was not going to be in accounting but in logistics and in 2018 we will welcome Kathleen Ho to our Auckland team as part of her university internship. If all goes to plan she will then return to Asia and assist us in growing our business further. How's that for a global business?



Wendy Niu and team speaking to potential leaders at the Guangdong University of Finance & Economics, Guangzhou, China



Nanyang Technological University in Singapore  
Franky Lui and Martin Devereux speaking with potential future leaders

## EUROPE Mainfreight Europe – Anke Caspers

As the training and development team for Europe, our mission is to empower leaders in Europe building high performing teams that deliver outstanding results. Therefore we support leaders in communicating a clear strategy, developing their team and action tasks. We believe that our teams benefit the most from a tailor-made support approach because the development needs of each team often differ from each other.

We start with questions, like:

- What maturity stage is your team at currently? How many new team members joined recently?
- What are your biggest challenges?
- How can you grow your team to become stronger and continuously perform on high level?

Once we have that insight we make a plan with attention to the personal development needs of the leader and their team. Did you know that 70% of the learning happens on the job? That's why we offer a support plan which consists of a mix of learning, like training courses, real learning sessions and (peer) coaching. Furthermore we facilitate the learning process before and after the training so we achieve an optimal transferring and embedding of the learned skills on the job.

Examples of our interventions are:

- **Team coaching:** session with the whole team to increase team



effectiveness. Examples: define/agree team goals; define/agree team values; team preferences around the wheel; how to run effective meetings.

- **Triangle coaching:** we join development meetings of a manager with one of his / her team members. We support the manager to bring the conversation to the next level, like structuring the conversation, making development points and actions clear, discovering why someone shows resistance, challenging great team members, asking open questions, transfer team plan into reality. Immediately afterwards we foresee individual coaching with the manager about that conversation with focus on reflection and learning
  - **Individual coaching:** individual meeting with manager which starts with 'How-can-I-...-question' of the manager. Questions are related to their personal development or related to team development.
- By asking the right questions, sharing experiences (of others) and providing tools (e.g. phases of maturity, composition of work, pacing, TAC), they find out the answers themselves.
- **Coaching on-the-job:** we go to the work environment of a leader where it all really happens. Coaching happens in the moment, so constructive feedback and reflection is directly given on real life leadership behaviour.
  - **Training:** group of managers/ team members, combination of theory/content with reflection and (where possible) practice. Interactive, practical approach. Example: how to give constructive feedback (with roleplay/actor), explain ETDW message, PSS training course, TLS leadership course
  - **Real learning session:** small groups, 95% practice and personal learning with real cases, with a lot of peer reflection. Examples: doing sales calls to improve sales call.



Emerging Branch Managers course held in New Zealand  
(L-R) Rodney Steel, Andrew Sesani, Leon Pirake, Paul Ody, Krystle Bouchahine, Pearl Szeto

## In Closing

Lastly, a focus across our business for some time has been to “Think Globally and Act Locally”. Aligned with this mindset our first Global People Meeting took place in Auckland bringing together the Training & Development leaders from around our business.

The plan for the three days was to identify what things we could collectively work on so that our teams, and business units were well supported in relation to people, training and development. Each region has training teams of different sizes, different structures and different levels of maturity and integration therefore we anticipated there would be plenty of variance in how we approached the topics.

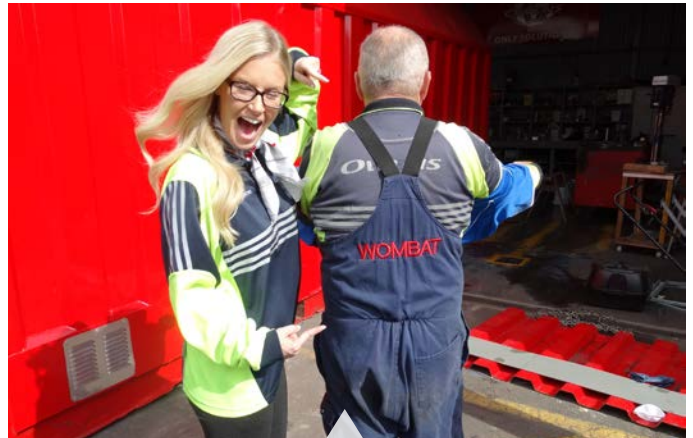


Global People Meeting  
(L-R) Anke Caspers (EU), Martin Devereux, Alexia van der Zanden (NZ), Rachel Hustler (NZ), Raewyn Glamuzina (USA), Shona Taylor (AU), Wendy Niu (Asia)

Whilst this was the case it was also reassuring to confirm that we had more philosophies and thoughts that united us, than divided us.



Emerging Sales Managers course held in New Zealand – with Trudy Burt taking the team through their paces at early morning boot camp



Victoria Rex (Dallas Air & Ocean) meets legend “Wombat” (Dave Murray) during a recent visit to New Zealand



Emerging Sales Managers course held in New Zealand  
(L-R) Perry Lau, Blake Curran, Maria Strous



Emerging Sales leaders meeting the team during their Amazing Race  
Victoria Rex, Harald van Schooten, Chris Meacham, Perry Lau, Blake Curran, Rex Campbell, Emma Lowry, Hirini Houia

## Bereavements

### **Sonya Mortenson, Mainfreight Transport Auckland**

Sonya joined the Mainfreight team in February 2000, and was a very well-liked and integral part of our data entry team. Her work day started as many of us were finishing, as she worked from 5.00pm at night to well into the wee hours, creating and entering consignment notes and manifests - ensuring all of our freight was sent and received by the various branches around the country.

Sonya was always there, and always keen for a laugh and joke – often to the detriment of any younger gentleman team members, who she managed to raise a blush from on a regular basis. Over the years Sonya was very much a part of the Mainfreight Family, sharing news of her children and pets, and always with a smile for those sharing the night shift.

Sonya retired in February 2017 due to ill health, and we were deeply saddened by her passing in June this year. Our thoughts are with her friends and family.



### **Tony “Hippie” Epps, Mainfreight Air & Ocean Wellington**

It is not until we lose someone that we realise just how much we loved them and what a huge impact they had on our lives. Tony Epps was one of those special people that became a part of your life whether you wanted him or not. Tony was part of the Air & Ocean Team here in Wellington for over 35 years.

Tony retired from Mainfreight around six years ago but in true Tony style, he never left. He was here every week unloading his much loved American Car containers from Kiwi Shipping and indulging in the cakes and lunches from the Mainfreight cafeteria. He also continued to be a roadie for the big bands when they visited – he was always available for the load outs of Rolling Stones, ACDC etc. Music, cake, cars and friends – Tony’s biggest loves (in that order too).

Tony was really one of Mainfreight’s special people – we all miss him terribly and he has left a massive hole in our hearts. He was one of the good guys; a special and loving friend to all of us here.

In the words of one of Tony’s favourite bands, “Wish you were here”.



### **Don Campbell, Mainfreight Air & Ocean Auckland**

Don Campbell joined Mainfreight via the Daily Freight acquisition, and held a variety of roles over his 35 year tenure. Most notable was his love for sales. A true Knight of the road. As late as the week before his death, he was still wanting to update OnSale and to get one more new customer before Christmas.

Don passed away peacefully in the early hours of Sunday 3 December surrounded by his family. He had battled his cancer for over a year; always determined to beat it and not once in that time did we hear him complain. He was so positive and strong through what must have been an enormously difficult and painful time.

Our thoughts and prayers are with Sheree, Shenaye and Kodie, and the extended family, and with his many friends within Mainfreight and amongst our customers, suppliers and branches around the world.



# SERVICE ACHIEVEMENTS

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

Mike Tapper	50 years	Daily Freight Auckland
David Priestley	45 years	Daily Freight Wellington
Annelies Bijsterbosch-van Leeuwen	40 years	Mainfreight Europe
Ian Black	30 years	Mainfreight Transport Wellington
Harold Bosch	30 years	Mainfreight Crossdock 's-Heerenberg
Martin Essink	30 years	Mainfreight Transport Netherlands
Ian Garrick	30 years	Mainfreight Transport Invercargill
Koen Janssen	30 years	Mainfreight Forwarding Netherlands
Peter Jones	30 years	Mainfreight Transport Blenheim Owner Driver
Laurie McMahon	30 years	Mainfreight Transport Christchurch
Neil McRobie	30 years	Mainfreight Transport Christchurch
Herini Moeahu	30 years	Mainfreight Transport Wellington
Allan Murray	30 years	Chemcouriers Auckland
Edwin Nienhuis	30 years	Mainfreight Transport Netherlands
Willem Pietersen	30 years	Mainfreight Transport Netherlands
Harry Reynolds	30 years	Mainfreight Transport Invercargill
Michelle Simmons	30 years	Mainfreight Transport Auckland
Jos van der Zwet	30 years	Mainfreight Transport Netherlands
Gerard van Heeswijk	30 years	Mainfreight Transport Netherlands
Jacques van Uum	30 years	Mainfreight Transport Netherlands
Barbara Vincent	30 years	Mainfreight Transport Wellington
Ron Winters	30 years	Mainfreight Transport Netherlands
Russell Barry	25 years	Daily Freight Auckland Owner Driver
Scott Collings	25 years	Mainfreight Metro National Support
Bryan Douglas	25 years	Mainfreight Palmerston North Owner Driver
Anton Frauenfelder	25 years	Mainfreight Forwarding Netherlands
David Grossman	25 years	Mainfreight Air & Ocean Melbourne Springbank
Iain Henderson	25 years	Daily Freight Christchurch
Nick Hyde	25 years	Mainfreight Transport Taupo
Cristina Lumby	25 years	Mainfreight Logistics Railway Lane Auckland
Wilma Kloosterboer-Bisselink	25 years	Mainfreight Europe
Roslyn Meli	25 years	Mainfreight Air & Ocean Melbourne
Antonio Collings	20 years	Mainfreight Transport Auckland
Beth Conboy	20 years	CaroTrans Chicago
Jennine Cosgrave	20 years	Mainfreight NZ IT
Kelly Creson	20 years	CaroTrans USA National Support
Philippe David	20 years	Mainfreight Transport Belgium
Jesse Gray-Morgan	20 years	Mainfreight Transport Perth
Gerben Heymen	20 years	Mainfreight Crossdock
John Holton	20 years	Mainfreight Transport Wellington
Francois Janssens	20 years	Mainfreight Forwarding Belgium
Talia Lamiano	20 years	Mainfreight Albany NY
Roger Leckner	20 years	Daily Freight Auckland Owner Driver
Graham Lloyd-Smith	20 years	Mainfreight Port Ops Auckland Owner Driver
Rebecca Lopau	20 years	Owens Auckland
Leah Maxwell	20 years	Mainfreight Transport Dunedin
Jenny Payne	20 years	Mainfreight Transport Taupo
Frank Roelofzen	20 years	Mainfreight Transport Netherlands
Myrna Salazar	20 years	Mainfreight USA National Support Center
Yves Scherpereel	20 years	Mainfreight Forwarding Belgium
Nico Sewalt	20 years	Mainfreight Transport Netherlands
Geoff Sharman	20 years	Mainfreight NZ National Admin
Erwin Smitjes	20 years	Mainfreight Logistic Services Netherlands
Marilyn Syms	20 years	Owens Tankers
Brenton Te Rehu	20 years	Chemcouriers Auckland
Marcel ter Heerdt	20 years	Mainfreight Transport Netherlands
Stefaan van Aken	20 years	Mainfreight Forwarding Belgium
Björn Visser	20 years	Mainfreight Transport Netherlands

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

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



Mainfreight Hamilton Owner Driver Wayne Goodwin receives a certificate of recognition from The Life Education Trust Hamilton Chair, Melanie Rouse for his voluntary support to help move their mobile classroom from school to school. Well deserved!



The Brisbane team was lucky enough to look after the Customs clearance and delivery of a 2018 McLaren 720S. This beast can hit 100km/h in 2.4 seconds and has a top speed of 339km/h. Retail price is the princely sum of \$740,000! Ogi Vuksanovic (Branch Manager) is hoping to have one as his next company car, once his current lease is up of course!



Mainfreight Ukraine's 5th Anniversary Celebrations included a rafting trip!  
(L-R): Volodymyr Lukianov, Valeria Andreichikova, Sergii Levitan, Instructor, Andrey Lubchenko, Olga Marikutsa, Andrey Borkun, Maxim Moshkovsky, Oksana Svubenko, Irina Chucalkina, Instructor, Irina Petrenko, Andrey Timofeev



Shane Pratt, Owner Driver, (right) pictured with kiwi driving legend Greg Murphy

Shane entered a prize draw with Mainfreight's insurers, Mike Henry, and won a trip to the Supercars 600 event on the Gold Coast



Mainfreight was an official partner of the Dutch Road Cycling Championship, a championship where the winner of the Giro d'Italia Tom Dumoulin was also a participant.



**Sydney Air & Ocean Team**

Back Table: Karam Zebib, Alla Ermoliev, Melissa Ahilleos, Lucy Partridge, Erika Dudley, Laura Kuipers, Natalee Fox, Vanessa Jaconelli, Robert Swinton, Amber Bailey, Michael Smith. Front Table: Vanessa Carangelo, Steven Hong, Justin Evans, Annelien Deceuninck, Kaiju Liu, Fidia Ghazi, Juan Cabada, Rowan Cooke, Wilson Liu, Jay Zhen



Project work handled by the Auckland Airfreight team for an upcoming Paramount Pictures movie in New Zealand

**From:** Kiley Ogden  
**Sent:** Thursday, August 17, 2017 2:40 PM  
**To:** ORD.Mailboxes  
**Cc:** Michael Forkenbrock; Mike.Paynter, ; Juan Sanchez  
**Subject:** RIP Printer BBQ Smackdown

Good afternoon,

The Air & Ocean team would like to cordially invite you to join us in celebrating the demise of our printer. Please join us in the parking lot for brats, dogs & beers outside tomorrow at noon.

The printer will be smashed, so please bring your blunt weapons of choice (sharps, firearms and fire of any kind are strictly prohibited, sadly) and eyewear for safety if you'd like to participate in the smackdown.

A few things to note:

- A&O Team: cupcakes and cake are strictly off limits unless a profit is posted by noon tomorrow.
- Logistics team will be sporting their best Hawaiian shirts if anyone would like to participate.
- Meme credit goes to Matt Gustafson.  
 Yes, he knows what memes are.



The traditional Bridge to Bridge Run in Amsterdam was a great success this year with our new Mainfreight running shirts! Well done Sander, Chiel, Hans, Ben, Ceryl, Dick, Jennifer, Rob, Anke, Rob, Melanie, Stephanie, Frans, Meriete, Hannelore, Ian, Frederik, Nico, Philippe and Maarten!



Mainfreight recently participated in the Wunderland Kalkar On Wheels event with 12 trucks undertaking the tour through Germany and the Netherlands, where our drivers made a lot of children with a life-threatening illness or mental/physical handicap smile.



**Halloween – always a time for a bit of personal expression!**  
 Brian Allcorn and Bryan Meza – CaroTrans Miami



CaroTrans New Jersey Customer Service Team Dominoes (L-R:) Blanca Aguirre, Yisel Barret, Kelly Preziosa, Ken Millory, Mary White

## Feedback

**From:** Jon M  
**Sent:** 6/23/2017 4:02:45 PM  
**To:** Jacqueline Dangelico;  
**CC:** Luke Hamilton  
**Subject:** Today!!

Hey J,

We received 6 pallets today! I know it might be normal for you guys to deliver on time, but that's not the case from our experience with our previous freight team -- so I just wanted to say thanks!!!

Jon M / Sales Manager

**From:** Shannon DeR  
**Sent:** Tuesday, October 31, 2017 3:41 PM  
**To:** Riley Tryhorn; Chris Ruiz; Brandon Fischer; ORD. Logistics  
**Subject:** THANK YOU!

Hi Team,

Just wanted to send out a thank you for your efforts this month! We had our biggest month ever by a long shot and we couldn't have done it without your support.

Thanks for being a great partner....here's to beating it again in November!

SHANNON D  
VP of Operations

**From:** Denise H  
**Sent:** Wednesday, July 05, 2017 9:37 AM  
**To:** CHX CaroTrans Debbie Klodzinski; CHX CaroTrans Andrew Weisse  
**Subject:** Grace Sarsfield

Good Morning Debbie and Andrew,

I wanted to take a moment of your time to let you know how wonderful Grace Sarsfield is. After many years in the accounting field it was time to make a change and here I am now doing something that I know nothing about but am willing to learn.

This is where Grace comes in, she has been wonderful to work with. She is patient and answers any questions that I have and steps me through what I need to do. When I make a mistake and have to get it corrected she NEVER talks down to me or makes me feel inadequate. She laughs with me and get me through it and at the same time she is teaching me what I need to know for the next time.

In today's world we take the time to complain but rarely do we take the time to say nice things. Today is the day to say nice things and Grace is my hero!

Have a wonderful day and thank you for your time.  
Denise H | Export Operations

Whangarei Childcare Centre children with Mainfreight Whangarei manager Jason Morgan, who brought with him a goody box full of hats just in time for summer, and staff member Dianne Thomas

Children attending Whangarei Childcare Centre in Porowini Ave will be better protected from the harmful rays of the sun, thanks to the donation of 30 bucket hats by a nationwide freight transport company.

Centre manager Catherine Macpherson contacted an old friend Tony Martin, now based in Christchurch, to ask if Mainfreight could help out an early childhood centre as they did with more senior level schools around the country.

Mr Martin then contacted his colleague Jason Morgan, manager of



Mainfreight Whangarei. Mainfreight is a 'Duffy Books in School' sponsor of several schools in Northland and was more than happy to help out Whangarei Childcare Centre, Ms Macpherson said.

"The kids love playing outside on our grassy lawn with big trees and are

really excited to have 'cool' new hats to keep them 'sun smart' this summer," she said. "Big thanks to Mainfreight for taking care of our little people."

*Photo and story courtesy of The Northern Advocate*



**From:** Fernando Ruiz (MEX)  
**Sent:** Monday, June 19, 2017 3:30 PM  
**To:** Tom Valentine; Nathan Thomas  
**Cc:** John Hepworth  
**Subject:** FW: INSTRUCCIONES DE EMBARQUE ...  
Hi Gents, just want to share with you the email below (is in Spanish)

Basically Fernando said:

"Great! Very good job Azucena. Thank you for your endeavor and dedication in all of our shipments.

Today, I would like to take a few minutes to recognize the quality of your job in regards to our supply chain. I consider that you handle your job very well; you give us continuous updates, no matter if there are good or not very good news, but you let us know and that is very important in our decision making process – you keep the communication going with us, with our Custom Broker, with your colleagues overseas in addition to giving us feedback and options, the result being... CLIENT SATISFACTION.

Thank you very much,  
Fer"

---

**From:** Fernando R  
**Sent:** jueves, 15 de junio de 2017 04:50 p.m.  
**To:** Azucena Toledo (MEX)  
**Subject:** RE: INSTRUCCIONES DE EMBARQUE

Bien!!! buen trabajo Azucena gracias por tu empeño y atención en cada embarque.

Hoy me tomo uno minutos para reconocer nuevamente tu labor en la cadena logística de todos los embarques que manejas con nosotros.

Considero que haces muy bien la parte que te corresponde , das información oportuna, no importa que sean buenas o no tan buenas noticias pero lo informas y eso es lo que aporta para la toma de decisiones.....mantienes la comunicación con nosotros, con nuestro A.A , con tu contraparte en destino, regresas y retroalimentas das opciones ..... y de todo esto hay un resultado sin igual... SATISFACCION DEL CLIENTE

Muchas gracias  
Fer

**From:** Katherine Pidik  
**Sent:** Wednesday, 7 June 2017 13:56  
**To:** Corey Braid  
**Subject:** Note of appreciation

Hello,

This email will no doubt be completely out of the ordinary but I thought it was important nonetheless. Today I was behind one of your trucks sitting in traffic when I noticed the top line above your company name, "never think that you are not good enough". I am not sure if this is your slogan but it did wonders for me personally so I just wanted to write you all a quick note to say thank you.

You may be in the transport business, but you are also in the business of putting a smile on people's face and giving timely reminders.

All the best Mainfreight.

Regards,  
Katherine



To the team at Mainfreight

*Thank you*  
*Thank you*

On behalf of all the children and staff at Mangere Central School, I would like to thank you and your team for the lovely fresh Hawke's Bay apples we received today. They were gratefully appreciated by all.



Kind regards  
Sheryl C  
Mangere Central School

**From:** Annaliese M  
**Sent:** 5 October 2017 14:55  
**To:** Tauranga Customer Service Team  
**Subject:** Thank you

Just a big THANK YOU to the lovely delivery man who delivered the most enormous box to our store just now and then unpacked it and stacked it inside for my pregnant staff member. He completely went above and beyond and was so pleasant.

I cannot thank him enough.

I am home with sick children today and was trying to organise someone to go and help her but he had it sorted all before I got off the phone.

It is so nice to see that he cared and took that extra time even though he must be so so busy this time of the year.

I really appreciate his efforts.

Please thank him for us. Sorry my staff member did not get his name.

Annaliese M

**From:** Kate W  
**Sent:** 01 November 2017 12:00 PM  
**To:** Bradley Russell [Mainfreight London]  
**Subject:** Michael Wakefield

Hi Bradley,

I hope you're well. I wanted to pass on some positive feedback regarding Michael Wakefield. In my position on a daily basis I work with multiple freight companies, suppliers and manufacturers and without a doubt he (& Mainfreight in general) provide the most considered, helpful and prompt service available.

Michael regularly goes above and beyond what is 'technically' required of him to help me understand the complexities of a new market, or generally just try and find a solution and I can't express how grateful I am for this. It's people like him who make Mainfreight the incredible company it is and is why I choose your company whenever I can.

I just thought you should know what exceptional service is being provided.

Kind regards,  
Kate

**From:** Mike McA  
**Sent:** 17 July 2017 13:08  
**To:** Craig Evans; Craig Lowe (MFT PHN); Don Braid; Christopher Smith (Owens CHH); Kris Hickey (Owens CHH)  
**Subject:** RE: Drum from CHH - PNH

"Top Service"

Team Mainfreight/Owens,

Just to acknowledge the great response last Friday to get the cable drum from Chch to PNth overnight. The copper conductor was taken into the central north island where snow had caused power cuts.

Jason McL at our Chch warehouse had a plan in place with your team and the outcome couldn't be better.

Thanks to all involved.

Regards  
MIKE McA  
Supply Manager



### Ask A Question

New Zealand

Your name:

Bernadette F

Description:

Feedback: I just received my delivery of beds from Farmers through Mainfreight. Thank you so much for pulling this off for me today. The order nearly didn't go through after I had taken the day off work and arranged to donate my current beds to a more needy family today also. Tama Fasavalu delivered them for Mainfreight and he was the most helpful delivery person I have ever seen. He was so helpful and offered such a great service, I am just so pleased with Mainfreight today and wanted to let you know. Bernadette F

INFORMATION



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ASIA



AUSTRALIA



NEW ZEALAND



EUROPE



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Yippee Ki Yay Bruce!  
Still looking good in the saddle close to 40 years on!



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